Purdue University
Library
Calumet Campus

REGIONAL CAMPUS SUMMARY REPORT

Submitted to the

INDIANA GENERAL ASSEMBLY

and the

COMMISSION FOR HIGHER EDUCATION

by

THE BOARD OF TRUSTEES

PURDUE UNIVERSITY

R E G I O N A L C A M P U S S U M M A R Y R E P O R T

Submitted to the

INDIANA GENERAL ASSEMBLY

and the

COMMISSION ON HIGHER EDUCATION

In compliance with Senate Concurrent Resolution No. 8 adopted by the first session of the Ninety-Seventh Indiana General Assembly.

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by

THE BOARD OF TRUSTEES
PURDUE UNIVERSITY

July 1, 1971

P R E F A C E

The attached Summary Report was approved by the BOARD OF TRUSTEES of Purdue University at its regular meeting on June 12, 1971.

In response to Concurrent Resolution No. 8 (Appendix A), the University conducted "a full study and analysis of each Regional Campus." This report of the study is organized into three sections:

SECTION I - Study Findings (page 1)
SECTION II - Analysis of Self-Study Reports (page 4)
SECTION III - Parent Campus Support (page 13)

The full text of the Self-Study Report for each Regional Campus is simultaneously published in three supplements to this Summary Report. The three supplements were prepared by committees of Regional Campus personnel who were appointed in accordance with the provisions of the resolution.

By direction of the BOARD OF TRUSTEES, this Summary Report is herewith respectfully submitted to the Indiana Legislative Council (for transmission to members of the Indiana General Assembly) and to the Commission for Higher Education as provided in the resolution. Copies of the supplements are available upon request.

C. H. Lawshe, Vice President
for Regional Campus Administration

PURDUE UNIVERSITY
Lafayette, Indiana

July 1, 1971

S U M M A R Y R E P O R T

SECTION I - STUDY FINDINGS

An analysis of the Self-Study Report prepared at each Regional Campus and the data developed at the parent campus in accordance with the provisions of Concurrent Resolution No. 8 yielded twelve major findings which are reproduced here in Section I for ready reference.

1. Administrative authority in the academic areas has been decentralized in an orderly fashion; there are now seventeen instructional sections at Calumet, thirteen at Fort Wayne, and three at North Central. (p. 4)

2. The academic program leading to associate, baccalaureate, and master's degrees has been developed as rapidly as the number of students has grown and as resources have become available; procedures are in place which will permit continued development within whatever guidelines the newly created Commission for Higher Education establishes. (pp. 4 - 6)

3. That portion of the academic program which does not lead to degrees has developed substantially; continuing education for adults, in particular, has enjoyed a phenomenal growth. (pp. 6 - 7)

4. Library and computer services have been developed extremely well considering the resources which have been available; computer services are quite advanced because of inter-connection with the Lafayette Campus. (pp. 7 - 8)

5. All student services, including financial aids are now administered in a highly decentralized fashion and have been developed optimally within resources available. (pp. 8 - 9)

6. Business affairs management and physical plant operation and maintenance services have been similarly decentralized within the framework of University-wide policies established by the BOARD OF TRUSTEES. (p. 9)

7. Accreditation of the Regional Campuses by regional and national agencies has been accomplished as appropriate and plans are under way to extend the accreditation with program development. (p. 10)

8. Plans for detaching each Regional Campus Faculty from the Lafayette Campus Faculty (while keeping them under the governance of the Purdue University BOARD OF TRUSTEES) have been progressing in a systematic fashion since early 1968; complete academic independence is expected to be achieved in September 1973. (pp. 10 - 12)

9. Scientific attitude surveys conducted at each Regional Campus indicated that students and staff are overwhelmingly opposed to separation from Purdue University. (p. 12)

10. The Regional Campuses are charged for their share of total University administrative expense; the costing procedure utilizes a system of credits which recognizes the growing replacement of parent campus services with local services. (pp. 13 - 15)

11. Academic supervisory services provided by the parent campus are paid for on the basis of the proportion of a professor's time devoted to the activity; as the amount of service diminishes, the cost will decline. (pp. 15 - 16)

12. Separation of the Regional Campuses from Purdue University would require additional funds, estimated at $1,250,000, to provide services now being supplied at reduced cost by the Lafayette Campus. (pp. 16 - 18)

Action by the BOARD OF TRUSTEES

Following consideration of these findings, along with Sections II and III from which they were extracted, the BOARD OF TRUSTEES of Purdue University at its regular meeting on June 12, 1971, approved this Summary Report and adopted a resolution, a copy of which is reproduced on the next page.

R E S O L U T I O N

WHEREAS: This BOARD OF TRUSTEES, responding to the need for higher education in the metropolitan areas of the State, created extension centers in certain of these areas at the close of World War II; and

WHEREAS: The Post High-School Education Study Commission established by the Ninety-Second General Assembly in 1962 recommended that ". . . additional needs for publicly supported collegiate level education in Indiana be met by community campuses and extension centers of the existing State institutions, and that to meet these needs the extension system be expanded and developed as appropriate and that additional State funds be made available, for this development as needed"; and

WHEREAS: The University subsequently developed and supported these educational operations prior to the first direct legislative appropriation in 1967 and brought them to Regional Campus status; and

WHEREAS: With the other State Universities, through the Regional Campus Coordinating Committee and the Trustees' Joint Policy Council, Purdue University has brought quality public education within commuting distance of ninety percent of the people of the State; and

WHEREAS: These Regional Campuses, having flourished and grown rapidly, have achieved a high level of educational excellence as integral parts of Purdue University; and

WHEREAS: Plans are in place and extensive progress has already been made toward making these Regional Campuses academically autonomous from the Lafayette Campus while still being subject to the governance of this BOARD OF TRUSTEES; and

WHEREAS: This BOARD OF TRUSTEES believes that the interests of the Regional Campus students, as well as the economic development of the several geographic areas, can best be served by the continued involvement of Purdue University;

IT IS RESOLVED: That this BOARD OF TRUSTEES of Purdue University herewith expresses its willingness to continue as the governing body of these Regional Campuses and to continue their quality development in the future as it has in the past; and

IT IS FURTHER RESOLVED: That this BOARD OF TRUSTEES is aware that the question of who should govern public institutions of higher education is a matter of public policy to be decided solely by the Indiana General Assembly and that it pledges itself to cooperate fully in the implementation of whatever plan the General Assembly might enact.

ADOPTED: June 12, 1971

S U M M A R Y R E P O R T

SECTION II - ANALYSIS OF SELF-STUDY REPORTS

Concurrent Resolution No. 8 directed that a committee at each Regional Campus conduct a self-study. It further directed that the committee be composed of two persons "appointed by the highest ranking resident administrator" and three persons "appointed by the chairman of the resident faculty council, senate, or organization" on the Regional Campus. These committees were duly created and their self-study reports are being simultaneously published in supplements to this Summary Report. Section II summarizes and analyzes these three reports.

Decentralization of Administrative Authority

All three reports cite Executive Memorandum No. A-222 which was issued by the President of the University in 1962. This document set forth a staged plan whereby, as each Regional Campus grew, administrative authority could be delegated to the Regional Campuses by the parent academic departments on the Lafayette Campus. It provided for the creation of Regional Campus "sections" of departments as the academic units whose chairman would exercise this delegated authority.

> FINDING: Administrative authority in the academic areas has been decentralized in an orderly fashion; there are now seventeen instructional sections at Calumet, thirteen at Fort Wayne, and three at North Central.

Development of the Academic Program

Options, sequences, and curricula leading to degrees are authorized by the Vice President for Regional Campus Administration, acting for the President of the University. Authori-

zation is granted only after an intensive study which considers (1) student demand, (2) job market, (3) quality of present faculty, (4) new faculty required, (5) laboratory space and equipment required, and (6) library and other resources needed. Approval by the Vice President has been coordinated with institutional agreements through the Regional Campus Coordinating Committee and the Trustees' Joint Policy Council involving Indiana University. The three self-study reports detail the specific options, sequences, and curricula currently authorized. In accordance with the statute which created the Commission for Higher Education, these offerings have been "frozen" by the University, and new ones will not be added without the approval of the Commission.

Associate Degrees. The Calumet Campus now offers eleven different two-year programs leading to the degree of Associate in Applied Science. Fort Wayne has ten and North Central offers seven.

Baccalaureate Degrees. Calumet has thirty-two different programs leading to the various bachelor's degrees; Fort Wayne has twenty-three. North Central is not currently authorized to offer baccalaureate degrees but does offer the first two years of essentially all of Purdue's baccalaureate programs; similarly, the other two campuses provide the first two years of those baccalaureate programs which are not totally available.

Master's Degrees. Graduate work leading to master's degrees is available in eleven fields at Calumet and in nine fields at Fort Wayne; students in these programs are part-time in-as-much as they are all employed as teachers or engineers. North Central is not yet authorized to offer master's degrees but does offer some graduate courses to meet specific local needs.

FINDING: The academic program leading to associate, baccalaureate, and master's degrees has been developed as rapidly as the number of students has grown and as resources have become available; procedures are in place which will permit continued development within whatever guidelines the newly created Commission for Higher Education establishes.

General Studies. The BOARD OF TRUSTEES, responding to requests of two of the Regional Campus Faculties, has created a School of General Studies at Calumet and North Central. These new Schools are intended to serve:

- students who do not meet the entrance requirements of other Schools of the University but have entrance to one of those Schools as their immediate educational goal;
- students who are otherwise admissible to other Schools but who have isolated deficiencies of a qualitative or quantitative nature which make their success in those schools doubtful;
- students who enter the University without well-defined educational objectives but with a wide variety of personal reasons for seeking some university level education; and
- students whose educational objectives are well-defined and though related to those in which the University is involved, are other than those currently represented by baccalaureate programs.

While these two new Schools have been severely hampered for lack of funds, the faculty mechanisms are in being and are prepared to respond should State or Federal funds become available.

Continuing Education. Since their inception as extension centers, the Regional Campuses have viewed continuing education for adults as one of their major thrusts. Because the campuses have remained responsive to the needs of industry, business, schools, and individuals, the number of enrollees has grown dramatically as indicated on the next page.

Year (1)	Calumet (2)	Ft.W. (3)	N.C. (4)	Total (5)	Change (6)
1965-66	1,286	2,680	208	4,174	
1966-67	1,088	3,111	548	4,747	+13.7%
1967-68	1,277	3,490	575	5,342	+12.5%
1968-69	1,585	4,741	877	7,203	+34.2%
1969-70	1,215	5,288	1,083	7,586	+ 5.3%
1970-71*	2,404	3,466	797	6,667	+15.2%

FINDING: That portion of the academic program which does not lead to degrees has developed substantially; continuing education for adults, in particular, has enjoyed a phenomenal growth.

Development of Support Services

While the academic program, credit and non-credit, is the core of the Regional Campus operations, its success is contingent upon the effective support of numerous services and functions which themselves are not academic in nature. The self-study reports cited many of these.

Academic Support Services. Central to any academic program is the library. Calumet now has 60,000 volumes, North Central 20,000, and Fort Wayne 75,000. Audio-visual support to instruction is provided at all three campuses as an adjunct service of the library. Included are micro-film readers, movie equipment, tape recorders, record players, and record and tape collections. Calumet and Fort Wayne now have new library buildings under construction and ground will be broken at North Central for a new facility within the year.

*Enrollments for first three quarters; indicated change is from first three quarters of 1969-70.

The computer is rapidly becoming equally central to the educational function, particularly in areas of science, engineering, and technology. All three Regional Campuses currently have the IBM 360-Model 20 linked to the Lafayette Campus CDC 6500 system. The University is in the process of upgrading these installations by substituting the IBM 360-Model 22 which will provide "stand-alone" capability as well as interconnection with Lafayette. Calumet and Fort Wayne already have limited "stand-alone" capability in that each has an IBM 1620.

FINDING: Library and computer services have been developed extremely well considering the resources which have been available; computer services are quite advanced because of interconnection with the Lafayette Campus.

Student Support Services. The self-study reports all indicate that counseling (vocational, academic, and personal) has been developed systematically. The readmission process, formerly managed on the Lafayette Campus, was recently decentralized to the Regional Campuses. The same is true with respect to review of student probationary status. The admissions and registration functions had been almost completely decentralized at the time the studies were made.

Financial aid has become a matter of major importance due to rapidly rising student fees. Prior to July 1, 1969, all Regional Campus financial aid programs were administered from the Lafayette Campus. The Regional Campuses now individually manage the following:

- Awards from outside agencies
- University fee remission, including child of Disabled Veterans Benefits, Special Merit Scholarships, and State Scholarship Fee Remissions
- State Scholarship Commission awards
- Federal aid programs

Because of the high level of local autonomy that has been extended to the Regional Campuses, numerous student service programs, unique to their particular campuses, have been developed. This section of the Summary Report summarizes only those major developments which are common to all three. The individual self-study reports, published as supplements, present these in detail.

FINDING: All student services, including financial aids, are now administered in a highly decentralized fashion and have been developed optimally within resources available.

Business and Plant Services. The business office function and the physical plant function have more recently become similarly decentralized. Each Regional Campus Business Manager's responsibilities include the following functions:

- Accounting function
- Bursar function
- Student organization finance function
- Purchasing function
- Non-academic personnel function
- Physical plant function
- Safety and security function

While University-wide policy guide-lines are established by the BOARD OF TRUSTEES upon the recommendation of the Vice President and Treasurer, administration is highly decentralized. For example, currently 94% of the dollar volume of supply purchasing is accomplished by the Regional Campus local staff.

FINDING: Business affairs management and physical plant operation and maintenance services have been similarly decentralized within the framework of University-wide policies established by the BOARD OF TRUSTEES.

Accreditation by Regional and National Agencies

From their inception, the Regional Campuses functioned under the blanket accreditation of the University by the North Central Association of Colleges and Secondary Schools, the regional accreditation agency for the midwest. Following accreditating team visits in early 1969, the Calumet Campus and the Fort Wayne Campus were extended "operationally separate accreditation" for their associate degree and baccalaureate degree programs, effective September 1969. When these two campuses are re-examined, it is expected that their operationally separate accreditation will be extended to include graduate work, effective September 1972. The North Central Campus was visited in April, and the Association is expected to extend "operationally separate accreditation" for the freshman and sophomore year, effective September 1971. In addition to the North Central Association of Colleges and Secondary Schools, there are national accrediting bodies, each of which has an interest in a specific profesional or career area. The National League for Nursing has accredited the nursing programs on all three campuses. Plans are moving forward to have the Engineer's Council for Professional Development accredit the engineering technology programs.

FINDING: Accreditation of the Regional Campuses by regional and national agencies has been accomplished as appropriate and plans are under way to extend the accreditation with program development.

The Development of Faculty Autonomy

Actions by the Trustees. On February 28, 1968, the BOARD OF TRUSTEES took an enabling action designed to provide for ". . . assuring the orderly establishment and operation of a Regional Campus faculty." Subsequently, upon the recommendation of the University Faculty Senate, the BOARD OF TRUSTEES approved

faculty constitutions developed at each of the three Regional Campuses, thus recognizing each Faculty as an entity within the governance structure of the University.

Projected Academic Autonomy. The Vice President for Regional Campus Administration, on May 15, 1970, created the Committee for the Study of Regional Campus Faculty Autonomy including administrators and elected faculty representatives from each Regional Campus. The charge extended to this Committee was three-fold:

- study the present locus of faculty authority in the various academic areas;
- develop a plan for the continuing extension of faculty authority to the Regional Campus Faculties; and
- develop recommendations in the form of documents for the appropriate consideration of the Regional Campus Faculties, the University Senate, the President, and the BOARD OF TRUSTEES

The Committee has worked diligently and is currently engaged in preparing an appropriate statement. Appendix B is a working draft of the Committee's document which, hopefully, will be finalized early in the 1971-72 academic year.

Academic Organization Plans. When each Regional Campus Faculty becomes academically autonomous as ultimately defined in the document of which Appendix B is a working draft, an academic organization will be required at each Regional Campus. The Committee for the Study of Regional Campus Faculty Autonomy developed and approved another document entitled, "Regional Campus Academic Structure" and asked that the Vice President ". . . request and direct each Regional Campus Dean . . . to create a mechanism . . . to develop an academic structure proposal for ultimate consideration by the President and the BOARD OF TRUSTEES . . . ," such proposal to be consistent with the document's rationale. These committees are now constituted and initial proposals are to be complete by the fall of 1972.

Time-Table. Plans of the Committee for the Study of Regional Campus Faculty Autonomy call for the presentation of autonomy and organization proposals to the BOARD OF TRUSTEES in January 1973, to be implemented with the start of the academic year in the fall of 1973.

FINDING: Plans for detaching each Regional Campus Faculty from the Lafayette Campus Faculty have been progressing in a systematic fashion since early 1968; complete academic independence is expected to be achieved in September 1973.

Attitudes toward Separation from Purdue University

The self-study committees undertook systematic surveys in order to evaluate the attitudes toward separation of those who study and work at the Regional Campuses.

Student Attitudes. Questionnaires answered by members of the student-body indicated that 78% of the Calumet students and 97% of the North Central students want to retain their Purdue identification. Because of the early termination of the class calendar at Fort Wayne, a student survey was not practical; however, there is no evidence to suggest that results would have been significantly different had one been conducted among Fort Wayne students.

Faculty and Staff Attitudes. Ninety percent of the combined faculty and staff at Calumet indicated their desire to remain attached to Purdue University. The corresponding percentage for the combined faculty and staff at North Central was 87%. At Fort Wayne, only the faculty was polled; of those who expressed a preference, 78% wish to remain attached in one form or another.

FINDING: Scientific attitude surveys conducted at each Regional Campus indicate that students and staff are overwhelmingly opposed to separation from Purdue University.

S U M M A R Y R E P O R T

SECTION III - PARENT CAMPUS SUPPORT

The concurrent resolution directs that the institution shall provide data ". . . detailing resident main campus personnel justified, assigned, and/or financial charges to respective campuses." Section III supplies this information.

Administrative Service Charges

Cost Determination. The Appropriation Act of the 1967 Session of the Ninety-Fifth General Assembly of the State of Indiana provided for separate appropriations to Purdue University for the Lafayette Campus and for the Regional Campuses. In compliance with the 1967 act, and subsequent appropriation acts, the University has utilized the funds precisely as appropriated. Lafayette Campus funds have not been utilized for the Regional Campuses and Regional Campus funds have not been utilized for the Lafayette Campus.

Following the 1967 action, a study was made to determine the extent of services being supplied to the Regional Campuses by the Lafayette Campus. This study indicated that a fair and equitable charge to the Regional Campuses for services provided by the Lafayette Campus could be arrived at by determining the percentage which the Regional Campuses' budget is of the total budget of the University and applying that percentage to the budgeted amounts of those Lafayette Campus units which are providing services to the Regional Campuses. This percentage for fiscal year 1971-72 is 11.18% (Appendix C). While the percentage is not precise in terms of its applicability to each individual service area, because some areas provide more services than others, the total dollar amount derived by this percentage method very closely approximates

the total dollar amount arrived at when each area is considered on an individual basis.

Since the charges for administrative services were initially calculated, several administrative areas at the Regional Campuses have been in the process of increasing staff to accommodate additional decentralization. As the Regional Campuses take over more responsibility from the Lafayette Campus, the amount of service provided from the Lafayette Campus will decrease. In order to reflect this decentralization process in the charges, credits have been introduced into the calculation process in order to recognize the reduction in Lafayette Campus provided services. The degree of decentralization is reviewed annually on a department-by-department basis, the total amount of the reduction in services provided is computed as a percent of the total budget, and a credit is made to the applicable budgets. This credit technique provides a mechanism whereby, as the Regional Campuses take on more and more responsibilities that were once exercised by the Lafayette Campus, a corresponding reduction in the administrative service charge is realized by the Regional Campuses.

Application of Charges. Those areas at the Lafayette Campus which provide Regional Campus services, and for which charges are made to the Regional Campuses, are listed in Appendix D. The amount of the charges for each fiscal year beginning with 1967-68 are as follows:

1967-68	$318,529
1968-69	$450,740
1969-70	$506,486
1970-71	$577,427
1971-72	$524,041

The upward trend in the first four years, above, is explained by the fact that the Regional Campuses have grown more rapidly than the Lafayette Campus and consequently have constituted a growing proportion of the whole system. The reduction for

1971-72 over the preceding year reflects the elimination of Indianapolis and the credits discussed earlier. Appendix E presents a complete calculation of current charges to the Regional Campuses for administrative services for the 1971-72 fiscal year. The charge is apportioned to each Regional Campus on the basis of the total operating budget of that campus and one-twelfth of the amount is charged each month (Appendix F).

FINDING: The Regional Campuses are charged for their share of total University administrative expense; the costing procedure utilizes a system of credits which recognizes the growing replacement of parent campus services with local services.

Academic Supervision Costs

Cost Determination. There are several schools and departments on the Lafayette Campus which provide direct academic support to the Regional Campuses. Services provided include such items as staff recruitment assistance, review of curricular content, laboratory development, and faculty evaluation. In these academic units, individual faculty members are named to serve in a liaison capacity, and the amount of effort devoted to the needs of the Regional Campuses is requested by the Regional Campuses. Experience indicates that about 20% to 25% of one faculty member's time is adequate to serve the needs of the Regional Campuses.

Application of Charges. Those departments or schools which are now requested to provide academic services to the Regional Campuses are:

Mathematical Sciences	Teacher Education
Biological Sciences	Technology
Chemistry	Engineering Graphics
Physics	Electrical Engineering
English	Engineering Co-op
Education	Freshman Engineering

As the Regional Campuses' faculties mature and increase in size, the need for academic supervision from the Lafayette Campus will diminish. The amount of academic service currently being provided is minimal. Following are the amounts paid by the Regional Campuses for academic services from the Lafayette Campus beginning with the 1967-68 fiscal year:

1967-68	$58,828
1968-69	$71,551
1969-70	$74,216
1970-71	$79,842
1971-72	$78,315

Appendix G presents a complete calculation of the cost of academic services requested by the Regional Campuses for the 1971-72 fiscal year. These charges for academic services are apportioned among the Regional Campuses on the basis of each campus' base budget. The charge is made on a one-time basis during the year, and the academic unit at the Lafayette Campus which provides the service receives the funds to replace the faculty member whose time is devoted to serving the Regional Campuses.

FINDING: Academic supervisory services provided by the parent campus are paid for on the basis of the proportion of a professor's time devoted to the activity; as the amount of service diminishes, the cost will decline.

Additional Costs of Independence

In order to estimate the approximate costs associated with separating the Regional Campuses from Purdue University, a brief cost study was made. Two methods were employed: Method A estimated the cost per student and Method B utilized an estimate of the direct cost of establishing at each Regional Campus those administrative units required to perform those administrative functions now being performed by the Lafayette Campus.

Method A. Cost per student was determined on the basis of Lafayette Campus data. Lafayette Campus administrative areas which currently provide services to the Regional Campuses would not be significantly reduced if the Regional Campuses were made independent. This per student figure was then applied to student numbers at the Regional Campuses. As there are many economies which result from size, it is reasonable to assume that the resulting amount would be the lower limit of additional costs associated with independence. This method indicated that the present administrative charges to the Regional Campuses are approximately 51% of the total amount that would be needed were they independent. It would take a minimum of approximately one million dollars ($1,000,000) additional for the Regional Campuses to provide those administrative services themselves.

Method B. The actual cost was estimated by identifying those administrative units needed at each Regional Campus to provide services now being made available from Lafayette. The greatest increase in costs would be in the areas of administrative data processing and physical plant planning and engineering. Both areas are completely centralized for the total Purdue system and the increased costs associated with acquiring qualified personnel and equipment necessary to duplicate these functions is considerable. This method indicated that present charges to the Regional Campuses approximate 42% of the total amount needed for totally independent status. It would take an additional one and one-half million dollars ($1,500,000) for the Regional Campuses to provide those administrative services now being supplied by the Lafayette Campus.

Best Estimate. During 1971-72, the Regional Campuses will purchase administrative services from the Lafayette Campus in the amount of about $500,000, as indicated earlier. These services are currently provided at this relatively low cost because of significant economies associated with size.

Were the Regional Campuses severed and made independent under their own governing board, units to provide these services would need to be developed from "scratch." It is estimated that to duplicate the service units would add to the operating cost somewhere between $1,000,000 (Method A) and $1,500,000 (Method B). While the validity of either cost determination method can be debated (and there are many unknowns such as whether certain administrative services would be procured or would be self-provided) it is reasonable to assume that the added costs for independent status would be somewhere between these two figures. The best estimate based upon these gross computations, is probably mid-way between or $1,250,000.

FINDING: Separation of the Regional Campuses from Purdue University would require additional funds, estimated at $1,250,000, to provide services now being supplied at reduced cost by the Lafayette Campus.

A P P E N D I X

SENATE ENROLLED CONCURRENT RESOLUTION No. 8

A CONCURRENT RESOLUTION memorializing the Boards of Trustees of the state universities to conduct an analysis of their respective regional campuses and make appropriate recommendations relative to those campuses.

WHEREAS, Indiana University, Purdue University and Indiana State University have over many years extended their effectiveness to the citizens of Indiana by the establishment of a system of regional campuses throughout the state; and

WHEREAS, these regional campuses have so successfully provided opportunity for higher education in the various parts of the state that several of these regional campuses have experienced sizable enrollment growth in recent years; and

WHEREAS, some of these regional campuses may have become sufficiently well established to be capable of completely autonomous operation without impairment to their academic mission: Therefore,

Be it resolved by the Senate of the General Assembly of the State of Indiana, the House of Representatives concurring:

SECTION 1. In the interest of enhancement of educational opportunity to the people of the State of Indiana, the respective Boards of Trustees of Indiana University, Purdue University, and Indiana State University are hereby requested to conduct a full study and analysis of each regional campus under the control of each of the respective universities toward recommending retention of or revision of the present parent campus—regional campus relationship, it being the intent of this resolution to obtain a determination as to whether any or all of these regional campuses have reached a status in their operations as to be able to function now or in the future as fully independent and unrelated public colleges or universities.

SEC. 2. A five (5) member committee is to be appointed to conduct a self-study report for each campus. Two (2) members are to be appointed by the highest ranking resident administrator on each campus and three (3) to be appointed by the chairman of the resident faculty council, senate, or organization on said campus. The chairmen of these committees are to convene to establish common content for the reports.

The self-study shall analyze faculty and administrative resources and shall outline necessary additions and resources to effect an autonomous status by target dates set forth in the self-study.

The administration of the main campus shall prepare a summary report detailing resident main campus personnel justified, assigned, and/or financial charges to respective campuses.

SEC. 3. Where it has been determined by one of the Boards of Trustees of the respective universities that one or more of the regional campuses has reached or soon will reach a status where it can more suitably serve the needs of higher education within the state as an independent public institution, it is requested that a schedule be recommended indicating the prospective date when such independent status should be accomplished.

SEC. 4. The respective Boards of Trustees herein named are further requested to submit their recommendations to the Indiana General Assembly for its consideration and necessary action in the session to be convened in 1972, such report to be filed on or before July 1, 1971, with the Indiana Legislative Council for transmission to the 1972 session of the ninety-seventh General Assembly.

SEC. 5. Should the 1971 Session of the Ninety-Seventh General Assembly enact into law a commission to regulate, review, control and coordinate the growth of higher education in the state, it is further requested that the recommendations as requested herein be also submitted by the respective Boards of Trustees on or before July 1, 1971, to said higher education commission for its review and the submission of its recommendations to be filed with the Indiana Legislative Council for transmission to the Indiana General Assembly on or before September 1, 1971.

C O M M I T T E E F O R T H E S T U D Y

O F

R E G I O N A L C A M P U S F A C U L T Y A U T O N O M Y

DISCUSSION DRAFT
NUMBER 3: May 11, 1971

> This is a working draft of a document which the Committee is developing for submission to the BOARD OF TRUSTEES following due consideration by appropriate Faculty bodies. The tentative submission date is January 1973. - DRS

Realignment of Faculty Powers

Currently Purdue University has a single University Faculty which is subdivided into academic units called Schools; each member of the University Faculty, whether he be on the Lafayette Campus or on a Regional Campus, is a member of one of these School Faculties.

University Faculty Powers. As the statutory governing body of the University, legally acting for the people of the State of Indiana, the BOARD OF TRUSTEES has delegated certain powers to the University Faculty, certain others to the President of the University, and has reserved some powers unto itself. The general powers and responsibilities of the University Faculty, as set forth in the University Code (A 4.00), are stated as follows:

> Subject to the authority of the Board of Trustees and in consultation with the President of the University, the Faculty shall have the general power and responsibility to adopt policies, regulations and procedures intended to achieve the educational objectives of Purdue University and the general welfare of those involved in these educational processes.

Delegation by the Total Faculty. The University Faculty discharges its University-wide functions through the University Senate. However, it has in turn delegated its strictly "academic" powers to the several School Faculties. These School Faculties are authorized to:

Review and approve the general requirements for the several curricula of the University leading toward academic degrees and nominate all candidates for such degrees. Except when the interest of the University as a whole or the interests of other schools are affected, the power to develop curriculum, course content, instructional and examination procedures and undergraduate degree requirements and to nominate candidates for these degrees is delegated to the various School Faculties of the University.

Regional Campus Faculty Recognition. Following intensive study by the Regional Campus Committee of the University Senate, the Senate proposed that the BOARD OF TRUSTEES approve a policy statement which set forth requirements for the recognition of each Regional Campus Faculty as an entity and defined the powers to be extended to it. Following affirmative action by the BOARD on February 28, 1968, each of the four Regional Campus Faculties has received such recognition by the BOARD as the result of formal approval of individual Faculty Constitutions by the University Senate.

Regional Campus Faculty Authority Extension. The rapid growth of the Regional Campuses, the continuing development of their faculties, their recent operationally separate accreditation by the North Central Association of Secondary Schools and Colleges, and their need to be better able to respond to their respective communities, all dictate that there be a realignment of the academic governance of the University which provides for the extension of additional authority to the individual Regional Campus Faculties. Such extension by the BOARD OF TRUSTEES will transfer to each Campus Faculty, effective on a designated date, all of those remaining powers presently vested in the total University Faculty. The BOARD OF TRUSTEES of Purdue has entered into certain agreements with the Indiana University Trustees, which agreements provide for the unification of all operations in Indianapolis. For this reason, and because of actions taken by the 1971 General Assembly, a separate document will be prepared for Indianapolis, and this document shall apply only to the other three Regional Campuses.

School Faculties. Under current procedures, the several School Faculties of which Regional Campus Faculty members are a part, exercise their academic authority throughout the University system, regardless of Campus. Procedures specifically applicable to the Regional Campuses are detailed in Executive Memorandum A-221. Following the realignment, each of the presently existing Schools of the University will exercise its authority only on the Lafayette Campus and, pending separate parallel action, on the 38th Street Campus. Each Regional Campus Faculty, in turn, will exercise these same powers on its own campus;

in so doing it will utilize whatever school, division, or other academic structure* is authorized by the BOARD OF TRUSTEES. Specifically, the powers of each Regional Campus Faculty will include, but not necessarily be limited to the authority, to:

1. Approve all courses, including modifications, additions, and deletions

2. Establish the requirements for all authorized degrees

3. Nominate candidates for degrees

4. Establish its grading system and grading standards

5. Establish its examination procedures

6. Establish standards for academic probation and for dropping students

7. Establish policies and standards for the transfer of students and the evaluation of their credits from other Campuses and institutions

As is the case in all developing institutions, the several disciplinary and professional components on each Regional Campus have evolved at varying rates. Consequently, when academic authority is transferred from the School Faculties to the several Regional Campus Faculties, these components will be at varying stages of maturity. There will be instances in which certain of these components will want to maintain curricular ties with their parent departments or schools on the Lafayette Campus. If and when a Regional Campus disciplinary or professional component expresses its desire, an academic agreement with its parent school or department may be executed by the chief administrative officer of that Regional Campus; the agreement will become effective when approved by the President of the University or his designee. For many years, Purdue University has had similar academic agreements with Indiana University and other institutions; these earlier agreements can serve as models for comparable arrangements between campuses of the University.

University Senate. The University Senate which currently has a substantial Regional Campus membership will be composed entirely of Lafayette Campus faculty members and will exercise its delegated powers solely with respect to the Lafayette Campus. Each Regional Campus Faculty, similarly, will exercise these same powers on its own campus. Specifically, following the extension of its powers, each Regional Campus Faculty will be authorized to:

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*Each Regional Campus has initiated a study which will culminate in a proposed academic organization for presentation to the BOARD OF TRUSTEES in January 1973 along with this document.

1. Fix the academic calendar and establish the general pattern of class schedules

2. Establish policies governing the participation of students in inter-collegiate athletics

3. Establish policies governing student participation in intra-mural athletics and other group extra-curricula activities

4. Continually study the general educational policies and programs of the campus

Faculty Advisory Role. At all times, each Regional Campus Faculty shall have the right to present to the President and the BOARD OF TRUSTEES, via its chief administrative officer, its views on any matter pertaining to the conduct and welfare of the University.

While any Faculty or other component of the University is always free to express its views in any area, the following matters are specifically identified as ones on which a Regional Campus Faculty may make recommendations to the President and/or the BOARD OF TRUSTEES:

1. Policies affecting the general welfare, benefits, privileges, tenure, and responsibilities of the Faculty

2. Standards for Faculty appointments

3. Policies governing the conduct and dismissal of students from the University for non-academic reasons

4. Policies for the admission and academic placement of students

5. Policies for and administration of the campus library

6. Policies on traffic and parking

7. Proposed changes in the academic organization of the campus

8. Physical facilities related to the educational goals of the campus

In addition, should the position of the chief administrative officer of the Regional Campus become vacant, the Regional Campus Faculty will be requested to designate members of a committee to assist the President and the BOARD OF TRUSTEES in filling the position.

Draft No. 3

Individual Faculty Participation. The realignment of faculty powers as discussed above involves those powers which faculty members collectively exercise through their governing bodies. There are numerous other activities and procedures which require faculty participation, usually through a committee structure. Such participation provides a "faculty point of view" in many decision making processes, but rarely are the participants designees or agents of an official faculty body. The participation of individual faculty members in matters of this sort which now have a University-wide base, concurrently with the realignment of faculty authority, will assume an individual Campus base. Representative of this kind of participation in committee activity are the following:

1. Promotion of faculty members
2. Policies affecting clerical and service personnel
3. Policies affecting research support and funding priorities
4. Planning of commencement exercises
5. Use of human subjects for research
6. Animal care standards
7. Dissemination of information regarding the Campus
8. Campus beautification

Accreditation. Currently, all Regional Campuses have been extended "operationally separate accreditation" by the North Central Association of Colleges and Secondary Schools. This accreditation applies to all undergraduate offerings except at the North Central Campus where the accreditation is confined to the lower division. (NOTE: These two statements as written assume that the forthcoming consideration of the North Central Campus by the Association will result in accreditation.) When campuses, other than North Central, are re-examined, it is expected that their operationally separate accreditation will be extended to include graduate work effective September 1972. Similarly, the operationally separate accreditation of the North Central Campus can be expected to be extended as rapidly as the offerings are extended.

In addition to the North Central Association of Colleges and Secondary Schools, there are national accrediting bodies, each of which has an interest in a specific professional or career area. The National League of Nursing, for example, has already individually accredited the associate degree nursing program at each Regional

Campus. The Engineers' Council for Professional Development has accredited specific engineering technology programs on certain campuses. The chief administrative officer of each Regional Campus will be expected to expedite accreditation by these national bodies when appropriate.

Faculty Tenure. Nothing in this document changes faculty tenure policies or the nature of faculty appointments by the BOARD OF TRUSTEES of Purdue University. The fundamental purpose of faculty tenure is to protect academic freedom by ensuring that members of the faculty will not be discharged for reasons other than incompetence, gross neglect of duty, or improper conduct injurious to the welfare of the University. As set forth in Executive Memorandum A-292, "The State Appropriation Acts which grant operating funds to Purdue University for each biennium do so with the proviso that the BOARD OF TRUSTEES of the University cannot make contracts or expend funds for any other purpose than that intended by each Appropriation Act. For this reason, the BOARD OF TRUSTEES negotiates contracts with the faculty on an annual or more frequent basis. Thus, the essence of tenure at Purdue University lies in the automatic renewal of employment contracts. Faculty tenure, therefore, must be a matter of University policy rather than a legal obligation, and it is always subject to the availability of funds and continuance of activity in the area of employment."

There have been a few instances in the past in which "areas of employment" have been discontinued at one of the Regional Campuses. In these instances, the University has exercised every effort to find suitable employment at another Campus for affected faculty members. Following the realignment of faculty powers, the BOARD OF TRUSTEES will continue this current policy should there be future instances in which the area is discontinued or in which funds are not available.

Academic Promotions. The promotional procedures applicable to Regional Campus faculty members are now in the second stage of evolution. During the initial stage, which was in effect for twelve years, nominations flowed from the Regional Campus Committee structure to the University Promotions Committee. This Committee considered nominations from both the Lafayette Campus and the Regional Campuses and made its recommendations to the President. Stage two, the current procedure, was inaugurated in the spring of 1971 (for promotions effective in September 1971) and involves the division of the University Promotions Committee into Panel A for the Lafayette Campus and Panel B for the Regional Campuses. Panel B includes Lafayette Deans and faculty members, in addition to Regional Campus personnel. Each panel makes its recommendation to the President.

The next stage, stage three, will become effective with the realignment of faculty powers. The President in consultation with appropriate Regional Campus personnel will create the Regional Campus Promotions Committee (to replace Panel B of the University

Draft No. 3

Promotions Committee) and will establish Regional Campus Promotion procedures. The Committee will consist of Regional Campus faculty members and administrators plus such representation from the President's Office as he deems appropriate. When this stage is operational, a complete separation of the promotional process will be achieved in that the Regional Campus Promotions Committee will make its recommendations to the President without participation by Lafayette Campus personnel.

Proposal. Following formal consideration of this document by appropriate faculty bodies, it is proposed that the BOARD OF TRUSTEES adopt the attached resolution.

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R E S O L U T I O N

WHEREAS, This BOARD OF TRUSTEES has delegated certain powers to the University Faculty; and

WHEREAS, The University Faculty has further delegated certain of these powers to the Faculties of the several Schools of the University; and

WHEREAS, Both the University Faculty through its Senate and the several School Faculties provide the academic governance structure for the entire University, regardless of campus; and

WHEREAS, The Regional Campuses have now developed to the point where academic independence is required if the educational objectives of the University are to be met;

IT IS RESOLVED: That, effective with the beginning of the 1973-74 academic year, the Lafayette Campus Faculty, the Calumet Campus Faculty, the North Central Campus Faculty, and the Fort Wayne Campus Faculty is each hereby granted all of the powers and authorities currently enjoyed and exercised by the University Faculty, such powers and authorities to be exercised solely on its own campus, except for the relationship between the Lafayette Campus Faculty and the 38th Street Campus Faculty which relationship is the subject of a separate parallel action by the BOARD OF TRUSTEES;

IT IS FURTHER RESOLVED: That the officers of the University are hereby authorized and directed to take any and all steps required to implement this action in accordance with the concepts set forth in the document to which this resolution is attached.

DRAFT NO. 3: May 11, 1971 - This draft was prepared following review of Draft No. 2 by members of the Committee in their meeting on March 2, 1971 and following subsequent discussions which the Secretary conducted at each campus with the involvement of local Committee members. - D. R. Smith, Secretary

DETERMINATION OF PERCENTAGE FIGURE FOR LAFAYETTE CAMPUS ADMINISTRATIVE CHARGES TO REGIONAL CAMPUSES

1970-71

TOTAL UNIVERSITY	
1970-71 Operating Budget	$ 143,580,418.
Estimated Construction	16,900,000.
	$ 160,480,418.
REGIONAL CAMPUSES	
1970-71 Operating Budget	$ 11,746,384.
Estimated Construction	6,200,000.
	$ 17,946,384.
Regional Campus Percent Total	11.18%

AREAS WHICH PROVIDE SERVICES TO REGIONAL CAMPUSES

A. General Administration

- Board of Trustees
- President
- Vice President and Treasurer
- Business Manager
- Comptroller
- Administrative Data Processing Center
- Bursar
- Chief Accountant
- Staff Benefits and Payroll
- Contract Administration
- Internal Audit
- Purchasing
- Property Accounting
- Vice President for Academic Affairs

B. Student Services

- Admissions
- Business Office - Student Finance
- Registrar
- Student Data Processing
- Financial Aids

C. General Institutional Services

- General Publications
- Institutional Cost Studies
- Personnel Administration
- President's Institutional Services
- University Editor
- University News Service

D. Physical Plant

- Administration
- Facilities Planning
- Planning and Engineering

E. Other

- Graduate School
- Teacher Education and Certification

LAFAYETTE CAMPUS ADMINISTRATIVE CHARGES TO REGIONAL CAMPUSES

1971-72 Based on 1970-71 Budgets

GENERAL ADMINISTRATION		$ 2,812,989.
STUDENT SERVICES		
Admissions	$ 250,382.	
Business Office Student Finance	121,350.	
Registrar	321,984.	
Student Data Processing	136,601.	
Financial Aids	168,594.	
Total Student Services		$ 998,911.
GENERAL INSTITUTIONAL SERVICES		
General Publications	133,458.	
Institutional Cost Studies	41,756.	
Personnel Administration	206,684.	
President's Institutional Services	24,000.	
University Editor	100,346.	
University News Service	247,068.	
Total General Institutional Services		$ 753,312.
PHYSICAL PLANT		
Administration	183,291.	
Facilities Planning	71,562.	
Planning and Engineering	340,827.	
Total Physical Plant		$ 595,680.
GRADUATE SCHOOL		$ 125,184.
TEACHER EDUCATION & CERTIFICATION OFFICE		$ 40,533.
STAFF WELFARE ON ABOVE		$ 389,630.
GRAND TOTAL		$ 5,716,239.
LESS 18% CREDITS		1,028,923.
TOTAL		$ 4,687,316.
FROM APPENDIX C		x 11.18
REGIONAL CAMPUS SHARE		$ 524,041.

APPORTIONMENT OF ADMINISTRATIVE CHARGES TO CAMPUSES

CAMPUS SHARE BASED ON TOTAL BUDGET

1971-72

	Budget	% of Total
Calumet	$ 4,428,270.	48.97
Fort Wayne	3,218,878.	35.60
North Central	1,394,708.	15.43
	9,041,856.	100.00

ANNUAL AND MONTHLY CHARGES TO EACH CAMPUS

	Monthly	Annual
Calumet	$ 21,385.25	$ 256,623.
Fort Wayne	15,546.58	186,559.
North Central	6,738.25	80,859.
	$ 43,670.08	$ 524,041.

ACADEMIC SUPERVISION COSTS

1971-72

Mathematical Sciences	$ 5,000.
Chemistry	6,000.
Biological Sciences	9,750.
Physics	5,000.
English	2,540.
Engineering Graphics	5,100.
Education	4,375.
Electrical Engineering	11,910.
Technology	12,000.
Teacher Education	3,840.
Engineering Co-op	3,750.
Freshman Engineering	9,050.
	$ 78,315.

CALUMET CAMPUS
SELF-STUDY REPORT

Supplement to

REGIONAL CAMPUS SUMMARY REPORT



THE BOARD OF TRUSTEES
PURDUE UNIVERSITY

C A L U M E T C A M P U S

S E L F - S T U D Y R E P O R T

Prepared

In compliance with
Senate Concurrent Resolution No. 8
adopted by the
Indiana General Assembly

by

The Calumet Campus Self-Study Committee

R. J. Combs
J. E. Forbes
S. M. Lerner
C. J. McAllister
R. L. Yates

Office of the Dean and Director
PURDUE UNIVERSITY CALUMET CAMPUS

Published July 1, 1971

P R E F A C E

This Calumet Campus Self-Study Report was prepared by local Regional Campus personnel as provided in Senate Concurrent Resolution No. 8 adopted by the first session of the Ninety-Seventh Indiana General Assembly.

This report, together with those from the other two Regional Campuses, provided the data for Section II of the Regional Campus Summary Report which was accepted by the BOARD OF TRUSTEES on June 12, 1971, and which has been submitted to the Indiana Legislative Council (for transmission to members of the Indiana General Assembly) and to the Commission for Higher Education as provided in the resolution.

This volume, together with the companion volumes from the other two campuses, is simultaneously published as a supplement to the Regional Campus Summary Report.

C. H. Lawshe, Vice President
for Regional Campus Administration

PURDUE UNIVERSITY
Lafayette, Indiana
July 1, 1971

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PURDUE UNIVERSITY
CALUMET CAMPUS
HAMMOND INDIANA 46323

OFFICE OF THE DEAN

May 24, 1971

Dr. C. H. Lawshe
Vice President for Regional
Campus Administration
Purdue University
Lafayette, Indiana

Dear Dr. Lawshe:

Submitted herewith is the report of the Calumet Campus Self-Study Committee which was constituted in accordance with the provisions of Concurrent Resolution No. 8. This committee, selected in accordance with the provisions of that resolution from a larger and more broadly representative committee working on the autonomous organization patterns for the Calumet Campus, has in the brief time allotted done a remarkable job of reflecting the development of the Calumet Campus. I believe that this report states as accurately and completely as possible in view of the time limitations the present readiness and thinking of staffs and students at the Calumet Campus regarding this important matter.

Respectfully yours,

Carl H. Elliott
Dean and Director

Encl.

Dr. Carl H. Elliott, Dean and Director
Purdue University Calumet Campus

Dear Dr. Elliott

The undersigned members of the Calumet Campus Self-Study Committee herewith transmit to you, for forwarding to the President and Board of Trustees of the University, the report of our Study which was conducted in accordance with Senate Concurrent Resolution No. 8.

Appointed by the "ranking resident administrator"

R. J. Combs

R. L. Yates

Appointed by the "chairman of the resident faculty council"

C. J. McAllister

J. E. Forbes

May 23, 1971

Saul Lerner, Chairman

S E L F - S T U D Y R E P O R T

PURDUE UNIVERSITY CALUMET CAMPUS

Purdue University Calumet Campus has provided more than a quarter century of service to the Calumet area, and indeed, to the entire State of Indiana. Having begun during World War II as a part of the War Manpower Training Act, Purdue Calumet soon expanded its role, consistent with that of a Land Grant University, and with the continuing manpower needs of the Calumet area of northwest Indiana (Appendix A). The mission of Purdue Calumet has been defined as three-fold:

> To provide its students with a liberal education which will prepare them for life or the professions; to provide career-oriented curricula which lead to certificates, associate degrees and baccalaureate degrees; and to provide programs that meet the professional, cultural and general educational needs the community (Appendix B and Appendix C).

Seeking to fulfill these objectives, in 1948 the present 167 acre site of Purdue Calumet was purchased and in 1951 the University moved into its first permanent building (Appendix B). Over the years additional plant facilities were added to meet the growing needs of the institution and the community (Appendix E and Appendix E).

Administrative Authority. Reflective of the growth of the regional campuses, in November 1962, Executive Memorandum A-221 was issued by President Hovde establishing organizational patterns and the assignment of responsibilities at the regional campuses and granting to these campuses greater administrative authority over their own affairs (Appendix F).

Growing Control Over Academic Programs. In 1965, the Board of Trustees of Purdue University authorized Purdue Calumet to expand undergraduate work to the third and fourth years in some fields and to expand to master's degrees in certain fields. In 1965, the Graduate Council of Purdue University also recognized the growth in competence of the regional campuses by granting greater control over graduate programs to the regional campus faculty and administration (Appendix G). In 1967, for the first time, Purdue Calumet held its own commencement ceremonies (Appendix B). Since that first commencement, Purdue Calumet has expanded its programs in pace with student needs, the availability of resources and staff, and the cooperation of Purdue Lafayette.

Academic Programs.

By the late 1960's and early 1970's Purdue Calumet was offering a widening range of courses and programs as community demands upon its resources steadily grew, diversified, and required ever-changing approaches to education. This growth in numbers of courses and programs has been accompanied by an accelerating general enrollment rate at this campus. Thus, fall enrollment was 3,479 students in 1967, 3,910 students in 1968, 4,367 students in 1969, and 5,153 students in 1970. The fall 1970 enrollment reflected an eighteen percent increase over the fall 1969 enrollment. If funds continue to be available for future expansion of staff and facilities, enrollment projections indicate the likelihood of similar future expansion of programs (Appendix H).

Associate Degrees. By June 1968, Purdue Calumet was offering associate degrees in eleven different fields manifesting a wide variety of technical and practical subject matter disciplines (Appendix I).

Baccalaureate Degrees. Over the years, Purdue Calumet has been able gradually to increase the number of its bachelor degree programs. By March 23, 1971, thirty-two baccalaureate degree

programs were being offered at Purdue Calumet. At the bachelor's level, Purdue Calumet's offerings are the broadest and provide the greatest variety of subject matter (Appendix J).

Master's Degrees. By September 10, 1970, Purdue Calumet had been authorized to offer eleven master's degree programs. During its 1972 visitation the North Central Association will evaluate the graduate program of Purdue Calumet (Appendix K).

General Studies. In addition to regular degree offerings, to help meet the needs of northwest Indiana, on September 1, 1969, Purdue Calumet was authorized to inaugurate a School of General Studies (Appendix L). Its purposes are to serve:

1. Students who do not meet the entrance requirements of other schools of the University but have entrance to one of those schools as their immediate educational goal;
2. Students who are otherwise admissable to other schools but who have isolated deficiencies of a qualitative or quantitative nature which make their success in those schools doubtful;
3. Students who enter the University without well-defined educational objectives but with a wide variety of personal reasons for seeking some university level education;
4. Students whose educational objectives are well-defined and though related to those in which the University is involved, are other than those currently represented by baccalaureate programs (Appendix M).

To administer this school, a Council of the School of General Studies was formed which articulated the philosophy of the school, established articles or organization and procedures for the school,

and is currently functioning in pursuit of the specific objectives of the school (Appendix N).

Continuing Education. In order to enrich existing offerings and to meet community needs, the Continuing Education program has undertaken an exciting variety of courses, workshops, lecture series, conferences, and colloquia, expanding the entire range of local educational opportunities and seeking to maximize community utilization of Purdue Calumet staff and facilities (Appendix O, Appendix P, and Appendix Q).

Academic Support Services

The expansion of academic programs has necessitated the growth of various support services.

Library. In the autumn of 1971 the library will move from its present 8,476 square feet of space to a new building in which 46,000 square feet of space have been provided for the library. By June 1971, the library will contain about 60,000 volumes. It is hoped to expand the library to 316,000 volumes by 1981 in order to reach American Library Association standards. To facilitate handling volumes, Purdue Calumet is coverting from the Dewey Decimal System to the Library of Congress System of classification and will soon begin a program of independent processing of volumes on this campus (Appendix R and Appendix CC).

Audio-Visual. The library contains audio-visual equipment, such as microfilm readers, movie equipment, tape recorders, record players, record collections and other facilities.

In the autumn of 1971 an 8,000 square foot Audio-Visual Center will begin operation at Purdue Calumet. Its facilities will include tape and record listening rooms, a film preview room, audio and video recording studios, augmented by classroom television equipment and closed circuit television connections with Purdue Lafayette and other state institutions through IHETS (Appendix S).

Computer. During the 1967-69 biennium, a third generation computer, IBM 360/Model 20 was installed, linked to the Purdue Lafayette CDC 6500 system. Utilization of this system has expanded since its installation (Appendix T). In October 1970, a Purdue Calumet Campus Computer Committee was established to improve utilization of the computer system. The availability of the IBM 360/20 has made possible improved instruction in computer science and technology and more efficient data processing (Appendix U, Appendix V and Appendix W).

Student Support Services

Many services have been required in order to support Purdue Calumet's academic programs.

Counseling. Purdue Calumet conducts admissions counseling, academic and vocational counseling, and non-academic or personal counseling.

In addition to his other duties, the Admissions Officer provides counseling to local area students on their collegiate requirements (Appendix X).

Academic and vocational counseling is conducted by members of the Purdue Calumet Campus faculty on a regular basis as a part of their assignments.

Through the formation of a University Counseling Center, utilizing faculty and administrators, there has been a substantial expansion of personal counseling services for students (Appendix Y). This center will also enhance training in counseling (Appendix Z). In addition to participating in the University Counseling Center, the Student Affairs Office conducts its own counseling, along with many other services to students and assistance in student activities (Appendix AA).

Financial Aids. Since July 1, 1969 the respective regional campuses have been able to exert greater control over financial aid to students in areas such as outside awards, remission of fees, providing input into the State Scholarship Commission and consideration of Federal financial aid funds (Appendix BB).

Other Support Services. The increasing responsibilities of the Admissions Office and the Registrar's Office at Purdue Calumet is a reflection of the development of the institution. For example, academic record keeping is now at Purdue Calumet and the Registrar's Office has expanded its staff and space accordingly. Student health services are now available on this campus (Appendix DD). Purdue Calumet's Scholastic Readmission Committee first readmitted students in the Spring of 1970. The problem of students on probationary status, which previously occupied the attention of Purdue Lafayette, came under a local Probation Review Committee as of October 26, 1970 (Appendix EE). Here, as in other areas, Purdue Calumet has, under the direction of Purdue Lafayette, slowly acquired increasing autonomy.

Other Support Services

The business administration and physical plant operations of each campus of Purdue University are carried out under the authority of the Vice President and Treasurer in accordance with the powers delegated to that office by statute and the bylaws of the Trustees of Purdue University (Appendix FF). In July 1966, the decision was made to decentralize the central business operations at each of the regional campuses. This action would afford each regional campus with a greater degree of autonomy in providing the needed support services to the students, faculty and staff.

A plan (Appendix GG) to decentralize the business operations was developed, approved, and implementation of the plan has been moving at a rapid pace. Effective July 1, 1968, the chief business

officer of the campus was titled Business Manager for the campus (Appendix HH) and additional responsibilities and authority in the areas of physical plant, safety and security, and building services were delegated to that office. The regional campus business manager reports to the Director of Regional Campus Business Affairs who reports to the Vice President and Treasurer via the Business Manager and Assistant Treasurer of the University. Through this chain of command, the regional campus business manager derives the authority and responsibility currently assigned to him.

While the regional campus business manager has direct "line" authority and responsibility to the Vice President and Treasurer as outlined above, he also has a functional relationship to the regional campus dean and director (Appendix II). The regional campus business manager is included as a member of the Dean and Director's senior council of administrative officers, and as a member of the Dean's administrative council he directly participates in the development and review of all major policies, plans and procedures which relate to his area of responsibility.

The function of the business administration operation is to serve as an extension of the Office of the Treasurer of the University in controlling and managing fiscal affairs of the campus and to provide the necessary business administration and physical plant services to the students, faculty and staff in a prudent fiscal manner. The business manager and his staff (Appendix JJ) at the campus carry out their responsibilities under broad delegation policies established by "expertise" in the various respective functions at Purdue Lafayette. The overall policy guidelines are established by the Purdue Lafayette Campus to insure that sound management principles are applied for the total Purdue business management system.

As an integral part of the regional campus Dean and Director's management team, the business manager and his staff are constantly

aware of the increased need for additional and improved business administration and physical plant services which are needed to accommodate the soaring student enrollment increases and faculty and staff additions. The goals of the business manager and his staff are to continue, through a higher decentralized system of sound management, to provide the needed financial, physical plant and business related services and to administer adequate controls to insure prudent management and fiscal responsibility over all of the campus resources. The business manager and his staff are quite aware of the fact that concerned students and faculty will tolerate no less than a first-rate business operation.

Accreditation

The quality of academic programs, faculty and staff, support services and other aspects of the University has persuaded the administration and faculty of Purdue Calumet to seek independent accreditation for academic programs.

Original Status. At the outset of its academic existence, Purdue Calumet was completely dependent for the accreditation of all of its academic programs upon Purdue Lafayette. Prior to 1967, for example, Purdue Calumet students even participated in commencement services at Lafayette.

Current Status. In 1967, a timetable was established for visitation of the Purdue Calumet Campus by the North Central Association for the purpose of evaluation of the undergraduate programs of the regional campus. After the assembly of the appropriate documents, a self-evaluation, and visitation by representatives of the North Central Association on July 25, 1969, the North Central Association voted to accredit "Purdue University-Calumet-Hammond as an operationally separate campus of the University with the Bachelor's degree as the highest degree conferred." The North Central Association promised to re-examine Purdue Calumet in three years (Appendix KK).

On January 8, 1968, the National League for Nursing accredited Purdue Calumet's associate degree program in Nursing (Appendix LL).

On March 23, 1971, a time-table was established leading to a Purdue Calumet visitation in March 1972 by the Engineers' Council for Professional Development leading to accreditation of Purdue Calumet's bachelor programs in Construction Technology, Electrical Technology, Industrial Engineering Technology and Mechanical Technology, and associate degree programs in five fields.

In all other cases, the accreditation for Purdue Calumet's programs comes through the respective departmental, school and program accreditation of Purdue Lafayette.

Autonomy Status

As Purdue Calumet has grown, it has assumed progressively greater control of its own affairs.

Board Enabling Action. In 1968, plans were evolved by Purdue Calumet and the Vice President for Regional Campus Administration, in cooperation with the Purdue University Board of Trustees to effect gradual faculty autonomy. Therefore, the Board of Trustees on February 28, 1968 delegated specific enumerated powers to each Regional Campus Faculty (Appendix MM).

Faculty Constitution and Government. Under the authority granted by the Board of Trustees of Purdue University, a faculty constitution, the Articles of Organization, was adopted by the Purdue Calumet Faculty (Appendix NN); a faculty senate, the Council of Faculty Delegates, was formed; on January 13, 1968, the Council adopted its Bylaws (Appendix OO); and the Council has continued to meet and exert its prerogatives as outlined in the Articles of Organization.

Creation of Autonomy Study Committee. On May 15, 1970, the Committee for the Study of Regional Campus Faculty Autonomy was formed to draw up a time-table for the implementation of faculty autonomy at each regional campus (Appendix PP).

Academic Organization Plans. On November 13, 1970, the Committee for the Study of Regional Campus Faculty Autonomy established a time-table calling for submission of plans for Regional Campus Faculty autonomy to the Purdue University Board of Trustees by January 1973 (Appendix QQ).

Future Autonomy Action by Board. The Committee for the Study of Regional Campus Faculty Autonomy has, since December 1970, been working to draft appropriate descriptions and resolutions to accomplish faculty autonomy, subject to the authority of the Purdue University Board of Trustees (Appendix RR).

Committee on Academic Structure. Purdue Calumet established the Committee on Academic Structure on February 19, 1971. This Committee will develop a proposed organizational structure for Purdue Calumet. The Committee has been meeting, functioning and planning in anticipation of faculty autonomy (Appendix SS).

Local Campus Attitude Regarding Autonomy

In order to determine attitudes of the campus community regarding the nature or type of autonomy desired at Purdue Calumet, surveys have been taken of students, faculty and staff. These groups were asked to indicated which they favored:

A. ____ This regional campus should remain a part of Purdue University, under the Board of Trustees of Purdue University, with eventual administrative, financial and academic autonomy.

B. ____ This regional campus should become a "fully independent and unrelated" institution, under its own Board of Trustees, and having its own name.

Of a total of 1,505 students casting ballots, the majority favored "A" by the overwhelming vote of 1,180 to 325. When faculty and staff were questioned, they also responded overwhelmingly in favor of "A". Of the 292 votes cast, 261 voted for faculty autonomy within the Purdue system, while only 31 favored complete independence from Purdue University. Of those voting, 78 percent of the students and 89 percent of the faculty and staff favored remaining a part of Purdue University. Thus, the Purdue Calumet Campus has been progressing toward faculty autonomy in accordance with the mandate of the entire University community.

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GENERAL CAMPUS BACKGROUND

The Campus in the Community

Purdue University Calumet Campus had its beginnings in war training programs conducted by the University in the industrial area of northwestern Indiana. The operation started as a service to the people in the community. The campus has never lost its close relationship with area industry and its objective of serving that industry and the people of the northwest Indiana community. During the more than 20 years of its formal existance as first, an extension center, then a university center, and finally, as a regional campus, the Calumet Campus has moved gradually and soundly from essentially non-credit technically oriented programs for part-time students toward a collegiate program serving both full-time and part-time students with work leading to associate in applied science degrees, to bachelor of arts and bachelor of science degrees, and to master's degrees under the guidance and direction of the Graduate School of Purdue University and the cognizant departments.

It has not, however, entirely forsaken the non-credit technical training of area residents and this activity continues to be exemplified in industrial training programs, in the practical nurse training program, and in such programs as practical industrial electronics and practical industrial instrumentation.

Actions of the 1965 General Assembly reinforced by actions of the 1967 General Assembly made it possible for the Calumet Campus to move into third and fourth year work in a variety of fields. As a consequence, the Calumet Campus held its first Commencement exercises in June, 1967, and graduated students with associate in applied science, bachelor of arts, bachelor of science and master's degrees.

The directions in which programs expand at the Calumet Campus, based upon local recommendations, are determined by the University acting under the policy guidelines laid down by the

Trustees Joint Council, a body composed of members of the Boards of Trustees and the Presidents of the State universities, as recommended by the Regional Campus Coordinating Committee, an operating committee of that Council. The Regional Campus Coordinating Committee in turn has a Lake County Study Committee composed of representatives of Purdue University Calumet Campus, the Northwest Campus of Indiana University, Indiana Vocational Technical College, the Indiana State Employment Service, and others who are concerned with the educational opportunities available to students in northwest Indiana. The Study Committee carries out continuing studies and makes recommendations concerning programs to be offered and the institution which should offer them. The Regional Campus Coordinating Committee has recommended to the Trustees Joint Council and that body has adopted a set of missions for the institutions in northwest Indiana.

The missions for Purdue University Calumet Campus, as adopted by the Trustees Joint Council and the Board of Trustees of Purdue University, call for the development of the Calumet Campus in a pattern similar to that of the parent institution and authorize the offering of programs and curricula in keeping with the pattern already established on the Lafayette Campus. The development of the Calumet Campus as a four year undergraduate institution plus graduate work leading to a master's degree has moved forward in keeping with these mission determinations. Programs have been offered and curricula expanded as they are demonstrated to be needed in this area and as facilities and faculty resources will permit.

The mission determination for Purdue University Calumet Campus emphasizes that its primary goals are to provide a high level of quality in undergraduate instruction. It is with this goal of quality in mind, along with the mission of expansion of educational opportunity to better serve the northwest Indiana community, that Purdue Calumet has developed. The populous and vital Calumet area stands in need of greatly expanded educa-

tional opportunities. Purdue Calumet Campus is constantly striving to better and more extensively meet these needs.

The Student Population

In its early beginnings Purdue University Calumet Campus had few full-time collegiate students. It served a number of part-time technical students in numbers only slightly smaller than those served in similar programs today. With the offering of increasing amounts of collegiate work and the transition of much of the technical training to technological training of a collegiate nature there came to be more emphasis on full-time students and on programs which lead towards degrees. This transition which was long in the making and which was fully accomplished only in the past five to seven years has resulted in very rapid growth in the total student population at the Calumet Campus with a particularly great increase in the number of student course enrollments and the number of hours taught.

With the advent of junior and senior work beginning in 1965, there has been a marked increase in the numbers of students enrolled in programs which offer work leading to degrees both at the associate level and at the baccalaureate level. The expansion of graduate offerings to teachers in northwest Indiana which permits them to work towards a master's degree required for state licensing has resulted in a very rapid increase in the number of part-time students pursuing graduate degrees. In general, full-time student admissions have increased at a rate of nearly 20% per year for the past five years or more. Total full-time student enrollment has increased quite regularly on a comparable basis as an increasing number of sophomores, and subsequently juniors and seniors, have been able to be accommodated on this campus of the University.

In rounded total figures the full-time student enrollment at the Calumet Campus was in excess of 1200 students in 1966 and near 1500 students in 1967. It is anticipated that the enrollment will be nearly 1700 students in 1968, approaching 2000

students in 1969 with 2250 students to be accommodated in 1970 and more than 2500 in the fall semester of 1971. Total planning for this campus of the University anticipates that this campus will be fully built and completely filled with an enrollment of 20,000 full-time students or equivalents. This figure will probably be reached some time around the year 2000. The population trends in this area indicates that a projection of a university of this size is entirely likely and such estimates are probably conservative.

The part-time student population will continue to grow, but at a somewhat smaller rate. Absolute limits on part-time student enrollment are set by available space. As new facilities become available during any given year it is expected that the part-time student enrollment will increase to fill these facilities.

The Professional Staff

Professional staff, both teaching and administrative, have kept pace with the growth in numbers and the development of programs. As the nature of programs has changed and become increasingly collegiate, there has been some notable change in faculty qualifications. Despite this, faculty dislocations have been minimized while faculty quality as measured by degree achievement and pertinent experience (especially important in technology) has increased markedly.

From the earliest beginnings of its regional campus system, Purdue University laid unusual stress on quality of course offerings and instruction. There always has been strong emphasis on full-time teaching staff regularly appointed to the cognizant university department. Departmental supervision of course offerings and approval of instructional personnel has been insisted upon. As a consequence, the number of faculty members, regularly appointed in their department, has been larger than was traditional in "extension" operations. This laid the base for the sound transition to campus status and the increasingly

unique institutional status which each Purdue regional campus has come to enjoy.

Administrative organization has grown slowly in numbers but has evolved in a pattern permitting close functional coordination with counterparts in the central University hierarchy and with staff officers in the Office of the Vice President for Regional Campus Administration. The local chief administrative officer is the Dean and Director who reports directly as a line officer to the Vice President for Regional Campus Administration. Responsible directly to the Dean and Director is an Associate Dean and through him an Assistant Dean for Academic Affairs, an Assistant Dean for Student Services and an Assistant Director for Administration. As indicated in their respective profiles other administrative officers report through this first echelon group. Also a part of the Dean's staff functionally although reporting through business office channels is the Business Manager of the Calumet Campus.

Facilities

Purdue University acquired campus property, in part through local gifts, in the late 1940's. The first building on the site was occupied with the beginning of the 1951-52 school year. A second building was occupied in 1954 partly by the University and partly by the basic metallurgical research laboratory of a major steel company. (This arrangement which substantially amortized the original cost of the building was recently terminated and extensive remodeling has made the entire building of prime usability to the Calumet Campus.)

In 1956, Purdue jointly with the Indiana National Guard erected an armory which the Guard uses for military purposes while the Calumet Campus uses classrooms, office space, the drill floor as a gymnasium, and locker rooms in it. In 1963 major additions and extensive remodeling of the first building was completed.

Almost immediately a thorough-going study was undertaken with faculty leaders concerning future facilities needs. The procedures developed here were adapted and applied by the Administrative Dean for Development for the Regional Campuses to the other locations. The studies culminated immediately in programs prepared for buildings and ultimately in a generally accepted conceptualization of a master plan for the Calumet Campus. Funds and authorizations were forthcoming, based on planning accomplished, from the 1965 and 1967 Indiana General Assembly for the first buildings in keeping with the planning.

The Technology Building now near completion will provide badly needed faculty offices and laboratories for technology and engineering. An Electrical Technology Building and a Student Faculty-Library Building are to the stage of final working drawings and bids will be let on each of them in early 1969. The former will expand available laboratory facilities in support of rapidly growing programs. The latter will provide a complex around which the campus and its activities, both scholastic and extra-curricular will revolve. All buildings will result in changes in function in existing buildings which will require remodeling to serve the changed functions.

Facilities planning has moved well. Completion of facilities under construction, being remodeled or to go under construction in the immediate future will bring the Calumet Campus about even with projected needs for space. Further construction at a rapid pace is planned for and will be necessary if the campus is to keep even with its space requirements.

Equipping of facilities is in large part accomplished as a part of construction. None-the-less, laboratory needs are growing so fast that not all current needs are met. Several major grants under Title VI and from NSF along with activities under Title VIII of the George Barden Act have made possible major acquisitions (e.g., Computers and data procesinng equipment), the

augmenting of the equipment in existing laboratories and the establishment of a few new laboratories.

Library build-up has been perhaps the most difficult matter to handle in the rapid transition and development of the Calumet Campus. Somewhat less than ten years ago a special faculty meeting was called with a representative of the Purdue Libraries as guest for the express purpose of pleading with faculty members to place orders for books and periodicals needed because the very tiny library budget was not being spent. The transition to collegiate, degree granting, full-time emphasis has changed that situation. Major infusions of extraordinary funds by the President started movement toward library build-up. Present plans are for a systematic expenditure of funds which will result in the Calumet Campus library meeting American Library Association standards in ten years. Construction of specific library facilities and decentralization of library organization should enhance the process.

In summary, Purdue University Calumet Campus is located in the industrial heart land of America in the Calumet area of Indiana. It has developed from a technical training institute into a branch campus of Purdue University offering an ever increasing variety of programs to serve the residents of this intensely urban area. Through systematic and orderly procedures of cooperation and coordination among the universities in this state, guidelines and directions have been given to the development of the Calumet Campus. Its missions have been determined by a Trustees Joint Policy Council and by the Purdue University Board of Trustees.

Enrollment increases have been marked during the last several years and are expected to continue at a similar rate for the foreseeable future. Program offerings have been extended to serve the community, as indicated by the missions determined for the University and as indicated by the needs of the community, and more are proposed to be undertaken. Enrollment increases and expanded programs resulted in increases in professional staff,

both for teaching faculty and for administrative and related activities. Facilities and teaching equipment, including library, as a result of carefully developed plans will meet standards of adequacy in the predictable future.

It would appear that the Calumet Campus is well along in the development towards fulfillment of its role as an undergraduate teaching institution as an integral part of the land-grant institution in the state of Indiana and in its tradition of service.

CALUMET CAMPUS HISTORY AND FUNCTION

The year 1971 marks 102 years of growth and progress for Purdue University. From an institution of six instructors and 39 students, Purdue, Indiana's land-grant college, has grown to a major university with a faculty of 2,100 and a student body of more than 37,000 on four campuses.

Purdue has established, largely since World War II, a series of regional campuses for the purpose of offering educational opportunities in the major population areas of Indiana. The Calumet Campus, the largest of the regional campuses, primarily serves the communities located in the northwestern part of the state. This area—the industrial heartland of the midwest—is adjacent to metropolitan Chicago and is situated in the southeastern section of Hammond, just off the Tri-State Expressway and Indianapolis Boulevard.

HISTORY

Purdue University has been a part of the Calumet region's educational community for some 29 years, growing with the educational needs of the area and the nation. Purdue's Calumet operation began in what was almost a casual fashion, as extension classes, short term projects, and other special events, taking advantage of already existing physical facilities in the area.

The first major change came in 1943, when the pressures of production for World War II rapidly increased the needs of the area's industries for skilled craftsmen and technicians. A series of technological programs were instituted under the War Manpower Training Act, in which Purdue, as a land-grant college, participated.

By 1948, University administrators and other community leaders were certain that the rapid growth of higher education was to be a permanent feature of the nation's life, and so purchased, in part with money contributed by Calumet area businessmen and individuals, land totaling about 167 acres, bounded by the Calumet Expressway, 169th Street, Woodmar Avenue, and a line running variously from Wicker Avenue to the New York Central tracks. In 1951 Purdue moved into the first building on its permanent site. In 1954, the Industrial Research Institute building was completed. The funds for these buildings came, for the most part, from the University's Ross-Ade Foundation. A small parcel of land was transferred ot the state of Indiana for the building of the National Guard Armory, which was also to provide physical training facilities for Purdue students. A $2,500,000 addition to the original campus building was opened for use in 1963. Since that time a technology building and an electrical building have been added and construction on a Student-Faculty-Library-Center is nearly completed—all part of a master plan for total campus development of the original 1948 purchase to meet the growing educational needs of the Calumet region. The present air-conditioned physical facilities—including an ever-growing library, modern laboratories and lecture halls, spacious classrooms, well-appointed lounges and study halls, and closed-circuit television facilities—form but part of a rapidly expanding campus. Indeed, growth in student body and in breadth of offerings will make almost continuous building a necessity for the next several years, adding still further chapters to the University's history of service to the citizens of the community.

PURPOSE AND FUNCTION

The Purdue University Calumet Campus espouses the spirit of the land-grant university tradition and is especially dedicated to the service of the people of northwest Indiana within the charter given to Purdue University. At this time its primary mission is threefold: to provide its students with a liberal education that will prepare them for life or the professions; to provide career-oriented studies that lead to certificates, associate degrees, and the baccalaureate degrees; and to provide programs that meet the professional, cultural, and general educational needs of the community.

To fulfill this mission the Board of Trustees has authorized the Calumet Campus to institute, when needed, any of the undergraduate programs traditionally a part of Purdue's programs. Under this grant of authority the Calumet Campus held its first commencement in June 1967.

Within its goal of providing a liberal education and preparing students for professional education, the Calumet Campus offers baccalaureate programs in communication, English, history, mathematics, chemistry, German, political science, and psychology. Baccalaureate programs which are more career related would include elementary and secondary education teaching, construction technology, manufacturing technology, supervision technology, and electrical technology. To provide for the professional, cultural, and general education needs of the community, the campus regularly offers various types of continuing education, dramatic performances, and concerts, as well as graduate programs offered in conjunction with the Lafayette Campus.

In accordance with a long-standing policy of the Board of Trustees, all educational services and programs of the University are available and open to all academically qualified individuals without any discrimination whatsoever with respect to race, creed, or national origin.

ORGANIZATION

Purdue Calumet functions as an integral part of Purdue University. Faculty members, numbering over 175 full-time and ranking from instructor to professor, hold their appointments in University-wide departments, achieve advancement through a University-wide promotion mechanism, and teach courses as part of University-wide curricula established by the various schools within the University. Course numbers and content are the same for all campuses of the University. Diplomas are awarded by "Purdue University, at Hammond, Indiana."

EDUCATIONAL TASK

The Calumet Campus of Purdue University is dedicated to the land grant tradition of which it is a part, and is especially concerned with serving the people of Northwest Indiana within the charter given to the University. At this time, its primary mission is threefold: to provide its students with a liberal education which will prepare them for life or the professions; to provide career-oriented curricula which lead to certificates, associate degrees and baccalaureate degrees; and to provide programs that meet the professional, cultural and general educational needs of the community.

Purdue University and Indiana University have established a Trustees Joint Policy Council for Regional Campuses to establish the missions and coordinate the activities of the various campuses of both institutions. This Council consists of the Presidents of the two Universities and three Trustees of each University. On January 11, 1967, the Council approved the following resolution:

> Resolved that each of the two campuses in Lake County has as its primary missions the respective home campus undergraduate missions, plus those additional missions that will from time to time be recommended by the Regional Campus Coordinating Committee.

This resolution was approved by the Board of Trustees of Purdue University at their meetings on January 17 and 18, 1967. Under this grant of authority, the Calumet Campus held its first commencement in June, 1967.

PHYSICAL PLANT

Current thinking concerning the growth and development of the Calumet Campus is that it ultimately will serve a full-time equivalent student body of about 20,000 students, most of whom will be commuters. To accommodate an institution of this size, the University currently owns about 170 acres of land in a prime residential area in Hammond and is currently engaged in the acquisition of property adjacent to the campus. Specifically, a three block area of middle class homes are being purchased as they appear on the market and negotiations are underway to purchase an elementary school which is surrounded on three sides by University property. These acquisitions will increase the land area to approximately 200 acres. Space studies have indicated that this is sufficient land on which to build facilities to accommodate a student body of that size.

Within the past two years, a master plan for the utilization of the land area was developed which, of course, considered existing facilities and those under construction as well as the future space needs of the University. At this time, we are not necessarily committed to the master plan as being authoritative, rather, the master plan will be primarily used as a basis for planning location and sizes of facilities as they are planned and constructed.

Listed on the following page is a summary of the buildings - existing, under construction and planned with the construction to start soon - at the Calumet Campus.

Building	Gross Space	Completion Date
Main Building No. 1	60,000 sq. ft.	September, 1951
Industrial Research Institute Building	40,000 sq. ft.	September, 1954
National Guard Armory	21,800 sq. ft.	December, 1956
Main Building - Addition No. 1	100,000 sq. ft.	September, 1963
Industrial Research Institute Renovation		August, 1968
Central Heating & Power Plant	11,600 sq. ft.	August, 1968
Technology Building	80,000 sq. ft.	December, 1968
Electrical Engineering Technology Building	30,000 sq. ft.	July, 1970
Student, Faculty-Library Center	155,000 sq. ft.	April, 1971

PHYSICAL PLANT FACILITIES

The first building constructed on this site was completed in 1951. Although it is basically a laboratory building in design, this facility had to house all University functions for a period of years. In 1963, a building addition of approximately 100,000 square feet was completed and occupied. However, during the seventeen year period dating from 1951, a series of renovation projects has changed the numbers and types of laboratory facilities many times. As of the fall semester 1968, this facility houses nearly all administrative offices, library, computer center, student lounges and activity space, classrooms, lecture rooms, and the following listed laboratories: physics, chemistry, biology, electrical engineering, electrical engineering technology, and drafting. This total facility was planned and constructed with non-bearing walls in order that renovation be easily effected to develop additional laboratories as needed. The ultimate use of this facility in the master plan calls for it to be the chemistry building. The total cost of this facility was $3,560,000. Both the original building and building addition were financed with funds from sources other than State and Federal. The primary source of funds for the building was the accumulative building fund.

The Industrial Research Institute Building was occupied in 1954 as a shared facility with the Inland Steel Company. During the period 1954-1967, the top floor and the two story area at the east end of the building was used as the facility in which the Inland Steel Company conducted most of its basic research. The University occupied the remainder of the ground floor. A substantial number of faculty offices were provided in this facility as well as a nursing arts laboratory, developmental reading laboratory, foods laboratory, industrial engineering technology laboratory, and instrumentation laboratory. After the Inland Steel Company vacated the building in October, 1967, a renovation project was initiated to develop the space for instructional and other uses. When the

remodeling is complete the building will contain additional offices for instructional, clerical and administrative staff. In addition, the following new laboratories being developed are: cloth laboratory, foods laboratory, equipment and family housing laboratory, psychology laboratory, calculator laboratory, drafting laboratory, and a modern language laboratory. The remaining space is assigned as classroom and student activity space and general laboratory storage. The total cost of this facility was $595,000. The source of funds amounted to $247,970 State funds, $122,030 Federal funds, and $225,000 from other sources. Included in the $225,000 is an outstanding loan for original construction plus $30,000 lease termination.

The Indiana National Guard Armory was completed and occupied in December, 1956. Since that time, the University has used this building for all formal physical education classes, intramural and recreational programs and inter-collegiate athletics. The building has four offices, three classrooms, gymnasium, and separate locker room and storage space for the National Guard and the University. The Armory building program was a joint project of the National Guard and the University with construction costs being shared.

Significant Additions and Methods of Financing

With the evolution of the master plan a decision was made to building the first phase of a central heating and power plant. This facility, approximately 20,000 square feet, was completed and put into operation during the summer of 1968. At the present time, it has the capacity to handle all existing facilities and those planned for completion through 1971. Additions to that facility will be necessary as extensions of service will be required for future building programs.

The Technology Building scheduled for completion in December 1968, is basically a laboratory and faculty office building. A total

of sixty-six two-man faculty offices and appropriate clerical space are located on the top two floors with a general office being located on the ground floor. The building was designed to service the mechanical, industrial, architectural, civil, metallurgical and industrial illustration technologies. Also, it is anticipated that certain mechanical engineering laboratory courses will be offered in this facility. The laboratories include materials processing, fluid and energy, heat transfer, instrumentation, general industrial, plant layout, materials testing, freehand drafting, general drafting, and one off-set laboratory. Space was also provided for a student lounge, an eighty-eight seat lecture hall, a departmental reference room and a conference room. This 80,000 square foot construction project is the first phase of an ultimate building development planned to be approximately 240,000 square feet. The Technology Building and Heating Plant were both included in the same building project. The total cost amounted to $4,602,720 of which $3,132,537 were State funds and $1,470,183 Federal funds.

Student-Faculty-Library Center

The Student-Faculty-Library Center is to be a three story building with a total floor space of 155,000 square feet. This structure at an estimated cost of 6.8 million dollars is scheduled for completion in April 1971. The building will provide new facilities as follows: library, food service, bookstore, lounges, recreation areas, an all-purpose room, classrooms, seminar rooms, and faculty and administrative offices. The ground floor of the building, approximately 50,000 square feet, is assigned as bookstore area, food service, study lounges, quiet lounges, and a large recreation room.

At the time of occupancy, the entire second floor (approximately 50,000 square feet) will be assigned to the library. The largest amount of space was planned as open stack and reading-study areas. Adequate provision was made for office space for the library staff, circulation desks and processing areas. In addition, several

specialized facilities are included in the plans and are as follows: a large group discussion room, typing room, seminar rooms, educational curriculum center, audio-visual aids department, graphics preparation facility, recording and preview rooms, music listening room, and a specialized facility for disc and tape listening. In addition, several small group discussion rooms were included as well as a reserved book area and reference rooms.

The top floor of the facility is multi-purpose in nature. This floor was basically designed to be developed and at some future date, portions of it may be reassigned as permanent library space. At the time of initial occupancy the top floor will have a large amount of space specifically designed for student activity offices, meeting rooms, storage and work space. In addition, a large number of temporary faculty offices will be developed as well as administrative office space. Fifteen classrooms and seminar rooms are included in the plans, some of which are equipped with the special requirements for educational television. Some 10,000 square feet of space was assigned as an all-purpose room for instructional purposes, extra curricular activities and student activities. The estimated cost of this facility is $6,840,000. It is anticipated that $5,130,000 in State funds and $1,710,000 in Federal funds will be required to finance this facility.

Future Plans

During the next few years, it will be necessary to complete several planned renovations within existing facilities in order to accommodate the space requirements for the proposed curriculum extensions and additions. Plans have been made to develop additional classrooms and laboratories for physics, chemistry, biology, language, and psychology. These renovations will take place after current and planned construction is complete and occupied. However, when all new facilities currently in the planning or construction stage are completed, projected space requirements through the 1972-73 academic year will be met.

Because of the lead time required to arrange financing, the space needs have been projected through 1975. Funds are being requested from the 1969-71 General Assembly to meet space needs through the 1974-75 academic year. Specifically, it is anticipated that approximately 100,000 square feet of additional space will be required for academic use in addition to the above referenced renovation projects. Also, funds have been requested for expansion of utilities required to service the new space. It is expected that funds appropriated by the General Assembly will be supplemented with Federal funds and if necessary, money from the accumulative building fund.

Summary of Available Data on Space Utilization

Space utilization is computed for the Calumet Campus following the beginning of classes each semester. Based on final enrollment figures in each of the courses scheduled and facilities used, a record for every class organized by room is prepared. Subsequently, the number of hours of room use is determined and the percentage of utilization on this basis is determined when compared to a standard. Also, the number of student contact hours by room is computed and a percentage of student station utilization is figured. Also, the relationship of student contact hours and square footage is computed for each type of facility. Summaries of this data by room is totaled to compute overall utilization of facility by type and for the entire campus. Computer generated reports of this information are available on a semester by semester basis.

	Building	Gross Space	Completion Date
1.	Main Building No. 1	60,000 sq. ft.	September, 1951
2.	Industrial Research Institute Building	40,000 sq. ft.	September, 1954
3.	National Guard Armory	21,800 sq. ft.	December, 1956
4.	Main Bldg.--Addition #1	100,000 sq ft.	September, 1963
5.	Industrial Research Institutional Renovation	---	August, 1968
6.	Central Heating & Power Plant	11,600 sq. ft.	August, 1968
7.	Technology Building	80,000 sq. ft.	December, 1968
8.	Electrical Engineering Technology Building	30,000 sq. ft.	July, 1970
9.	Student-Faculty Library Center	155,000 sq. ft.	September, 1971
10.	Classroom Office Building	59,000 sq. ft.	February, 1973

PURDUE UNIVERSITY
LAFAYETTE, INDIANA
Office of the President

1 November 1962

EXECUTIVE MEMORANDUM No. A-221

To: Deans, Directors, and Heads of Schools, Divisions, Departments, and Offices

Subject: Community Campus Academic Organizational Patterns

Part I of this Executive Memorandum outlines three academic organizational patterns in the Community Campuses* and defines the conditions under which each shall operate. Part II assigns academic and administrative responsibilities under these patterns.

In this Memorandum the term "Department Head" is used to designate the chief administrative officer of the parent campus academic department, division, or school; or the assistant head of the parent campus department or division in charge of the extension program; or any faculty member appointed by the chief administrative officer of the campus department or division to act as his deputy in these matters.

The term "Director" is used to designate the Director of the Community Campus or University Center.

The terms "Departmental Representative" and "Section Chairman" refer to the key departmental faculty member at a campus or center away from the parent campus and are more specifically defined later in this Memorandum.

Part I — ORGANIZATIONAL PATTERNS

In each of the Community Campuses relationships between the Director and faculty members from a specific academic department will fall into one of three patterns.

*In this Memorandum the term "Community Campus" is understood to include University Centers also.

A. Basic Pattern

Fewer than three full-time staff members of a given department or division on Community Campus

1) Staff members report to Director

2) Problems related to scheduling of courses, class assignments, and recruitment of part-time staff handled by Director as outlined in Part II

3) Class size established by Director, consistent with predetermined departmental standards

4) Staff members accountable to Department Head on parent campus on matters of course content, grading, tests and examinations, and other related academic matters

This pattern will be in effect during a period of transition or if no other arrangement has been specified.

B. Intermediate Pattern

At least three full-time faculty members of one academic department or division, * one of whom has the rank of assistant professor or above, and one of whom has been designated as Departmental Representative by the Dean of University Extension upon the written recommendation of Director and Department Head**

1) Staff members accountable to Department Head on parent campus on matters of course content, grading, tests and examinations, and other related academic matters

2) Departmental Representative recommends to Director on:

   a) Courses to be offered, assuming approved staff available
   b) Scheduling of classes
   c) Assignment of staff to classes

*If it is desirable and the Dean of the School approves, faculty members of two or more departments of a School may be grouped as a de facto department.

**This implies that the Negotiated Pattern has not been adopted.

3) Departmental Representative responsible for:

a) Coordinating academic activities of the staff in accordance with procedures agreed upon with Department Head
b) Recruitment of part-time staff as outlined in II-D below
c) Liaison on academic matters with Director and Department Head

C. Negotiated Pattern

At least five full-time staff members (or the equivalent in full-time plus part-time staff) of one academic department or division, * one of whom has the rank of associate professor or above

Negotiation of an agreement between Director and Department Head** for the establishment of an institutional unit designated as "The _____ Campus (Center) Section of the Department (Division) of _____" ***

Appointment by the President of the University of a member of the staff as Section Chairman upon the recommendation of the Director, with the approval of the Department Head and School Dean

1) Staff members report to Section Chairman on academic and administrative matters

2) Section Chairman recommends to Director on:

a) Courses to be offered, assuming approved staff available
b) Scheduling of classes
c) Assignment of staff to classes

3) Section Chairman responsible for:

a) Coordinating academic activities of the staff in accordance with procedures agreed upon with Department Head

*If it is desirable and the Dean of the School approves, faculty members of two or more departments of a School may be grouped as a de facto department.

**With approval of appropriate administrative officers.

***The Section so created will be considered a sub-unit of the parent campus department or division.

b) Recruitment of part-time staff as outlined in II-D below
c) Liaison on academic matters with Department Head
d) Liaison between members of staff and Director
e) Reporting to Director on all administrative matters
f) Reporting to Department Head on all academic matters as defined in II-A below
g) Supervising part-time staff

If reduction in number of staff members in a section or campus organization changes make the Negotiated Pattern no longer desirable, the agreement referred to above may be voided by the President of the University upon the recommendation of the Dean of University Extension and the Dean of the School involved. In this case the relationship between the Director and faculty members will revert to the Basic Pattern or the Intermediate Pattern, whichever is applicable.

Part II — ASSIGNMENT OF RESPONSIBILITIES

A. Responsibility for Academic Standards and Control

Responsibility for the academic program is vested in the parent campus academic department or division.

1) Department Head:

a) Approves staff (full-time or part-time) to teach particular courses
b) Determines course content and grading standards
c) Specifies materials, supplies, and equipment
d) Monitors examination and test procedures
e) Establishes standards of class size
f) Recommends teaching loads

B. Responsibility for Administrative Organization and Management

Responsibility for administrative management is vested in the Director, subject to policy guidance by the Dean of University Extension.

Members of instructional staff are responsible to Director or his designated representative on all administrative matters.

1) Director:

a) Nominates for promotion (with approval of Department Head)
b) Schedules classes
c) Determines courses to be scheduled
d) Determines teaching loads after consultation with Department Head
e) Assigns staff to committees, counseling, and other activities associated with operation of Campus in accordance with usual academic practice
f) Recommends salary increases, using continuous evaluation by Department Head as one basis

C. Responsibility for Recruitment of Full-time Staff

1) Director:

a) Determines number and type of staff needed
b) Establishes salary ranges for positions after consultation with Department Head
c) Secures approval for budgeted positions
d) Exercises final approval of candidates
e) Makes offer to candidate

2) Department Head:

a) Nominates or approves candidates
b) Recommends initial rank to Director in terms of qualifications of candidate

D. Responsibility for Recruitment of Part-time Staff

1) Director:

a) Determines which assignments are to be filled by part-time staff
b) Establishes rates of compensation
c) Recruits when Departmental Representative or Section Chairman has not been designated

2) Departmental Representative or Section Chairman (when one has been appointed):

   a) Makes offers to approved personnel at rates established by Director
   b) Interviews candidates for part-time positions and reports to Department Head on academic qualifications, possible success as an instructor, and recommends courses which he believes candidate should be approved to teach

Nothing in this Executive Memorandum is to be interpreted as altering or abridging the normal relationship between the Department Head and Dean of the School or between the Director and the Dean of University Extension.

Frederick L. Hovde
President

GRADUATE COUNCIL DOCUMENT 65-13

To: The Graduate Council

From: The Ad Hoc Committee to Study the Limitations of Graduate Credit Earned at Purdue University Regional Campuses or at Accredited Institutions Other than Purdue University.

Introduction

In a report to the Graduate Council dated December 10, 1964, an Ad Hoc Committee for the Review of Master's Degree Problems recommended that consideration be given to the problem of the acceptance of graduate credit earned at the Purdue University regional campuses or centers and from accredited institutions other than Purdue University. Subsequently, the dean of the Graduate School appointed this ad hoc committee to study the matter and make recommendations accordingly.

Upon reviewing the problem, the committee deemed it advisable to separate the charge into two parts, namely, acceptance of credit in courses offered by Purdue University and acceptance of credit in courses earned at other accredited institutions. This report is limited to the first part. The second part will be presented in a separate report.

Acceptance of Credit for Purdue University Courses Earned at Locations Other than the Lafayette Campus

The minutes of the Graduate Council meeting dated November 4, 1943 included a report which concerned problems pertaining to graduate courses offered at the newly formed Extension Centers. The following listed item quoted from these minutes authorized the current Graduate School "one-third" rule.

> Graduate courses given at Extension Centers shall not constitute over one-third of the course work offerings and resident requirements of any candidate for a degree.

There is little question but what the requirement was useful during the formative period of the off-campus programs of Purdue University to assure maintaining adequate standards of the graduate programs.

Since that time, procedures have been established which place the responsibility for maintaining academic standards and controls for off-campus course offerings in the hands of the parent departments on the Lafayette Campus. Executive Memorandum No. A-221 dated November 1, 1962 sets forth these procedures in detail and Part II, paragraph A is quoted in part:

A. Responsibility for Academic Standards and Control

Responsibility for the academic program is vested in the parent campus academic department or division.

1. Department Head:

   a. Approves staff (full-time or part-time) to teach particular courses
   b. Determines course content and grading standards
   c. Specifies materials, supplies and equipment
   d. Monitors examination and test procedures
   e. Establishes standards of class size
   f. Recommends teaching loads

Because of the comprehensive nature of the academic controls now vested in the parent departments and the Graduate Council, the main reason for retaining the "one-third" rule no longer appears to be applicable. This restriction has already been lifted for the master's programs in Engineering, Industrial Administration, Mathematics, English, Biological Sciences and Extension Education administered by the School of Agriculture. This was done when the Graduate Council approved these programs to be offered at the regional campuses. In the case of Engineering and Industrial Administration, all the course work may be taken at the regional campuses. The other programs require one summer session on the Lafayette Campus.

Also, application of the "one-third" rule implies that Purdue University offers courses for credit which do not meet regular University standards. It does not seem to be a wise policy to permit this innuendo to continue. With the current academic controls, there is no reason why an approved course offering at an off-campus location should not be fully acceptable for inclusion in an approved plan of study.

It should be understood that the regulation which limits the amount of course work taken as a temporary graduate student (nine credit hours) applies to the Lafayette Campus as well as off-campus locations. This rule provides an important control in that a student may not pursue a graduate program on his own and then present himself for a degree. Also, each student who expects to pursue a degree program at a regional campus must apply for admission to the Graduate School through the parent department. Lastly, the parent departments and the Graduate Council are directly responsible for all graduate degree programs offered at all Purdue University campuses.

Recommendation

In view of the academic controls vested in the parent departments and the Graduate Council for all Purdue University graduate programs and courses offered in off-campus locations, it is recommended that the "one-third" rule be rescinded.

It is understood that some departments may find it desirable or necessary to require some work of their students on the Lafayette Campus in order to qualify for a master's degree because of inadequate facilities or staff at some of the regional locations. Full authority for this requirement will be delegated to the individual departments. It is recommended, however, that this limitation be kept to a minimum so as to encourage qualified individuals to continue their education beyond the bachelor's degree and to make maximum use of all Purdue University offerings available in the State.

G. W. Bergren, Chairman
J. S. Day
J. E. Goldberg
L. B. Rogers
F. J. Woerdehoff

Approved

GRADUATE COUNCIL
February 11, 1965

FALL 1970 EDITION

REGIONAL CAMPUS ENROLLMENT REPORT AND PROJECTION FOR FALL SEMESTER, 1966-67 THROUGH 1980-81

T. M. Elliott

Coordinator of Systems Development
Regional Campus Administration
Purdue University

November 30, 1970

Corrections of 12/17/70 and 12/21/70 incorporated

This is the fourth in a series of annual reports presenting analyses of student enrollment data and projections for the regional campuses of Purdue University. The assumptions and methodology upon which the projections were based remain unchanged from those set forth in the 1967 report, with the following exceptions: (1) Because the Indianapolis campus of Purdue University has become part of the Indiana University system, it was not included in the Purdue University Regional Campus enrollment projections. In order to present a consistent context for the projections, the Indianapolis campus was eliminated from the historical and current analyses also; (2) The algorithm used for calculating full-time-equivalent (FTE) graduate students was revised from the twelve credit hour base used in past reports to the nine credit hour base now accepted as standard among the public institutions of higher education in Indiana. For purposes of comparison, both historical data and the 1969 projections for Fall, 1970, have been so revised.

Fall 1970 Edition
Regional Campus Enrollment Report & Projection
For Fall, 1966-67 THROUGH 1980-81

In the fall of 1970 the Purdue University Regional Campuses enrolled 9,109 students, representing an increase of 11 per cent over the preceding Fall. This figure differed from the total forecast for the Calumet, Fort Wayne, and North Central campuses by only 16 students, or less than one per cent. When analyzed by campus, it may be seen that the projections actually encompassed compensating errors. Table 1 displays the relationship between

TABLE 1. TOTAL STUDENT ENROLLMENTS FOR PURDUE UNIVERSITY REGIONAL CAMPUSES, FALL, 1970, FALL, 1969, AND PROJECTED FALL, 1970

Campus	Fall 1970 Enrollment	Fall 1969 Enrollment	Per Cent Increase	Fall 1970 Projected Enrollment	Per Cent Projection Enrolled
Calumet	5,153	4,367	+18%	4,813	107%
Fort Wayne	2,441	2,555	-04%	2,810	87%
North Central	1,515	1,285	+18%	1,470	103%
Total	9,109	8,207	+11%	9,093	100%

the actual Fall, 1970, enrollments for each of the three campuses, the same data for the preceding year and as forecast for 1970. The obvious disparity between the Fort Wayne data and those for the other campuses was noted, and it is hoped that compensatory changes have been made in the projections included in the present report.

TABLE 2. FULL-TIME-EQUIVALENT STUDENT ENROLLMENTS FOR PURDUE UNIVERSITY REGIONAL CAMPUSES, FALL, 1970, FALL, 1969, AND PROJECTED FALL, 1970

Campus	Fall 1970 F.T.E. Enrollment	Fall 1969 F.T.E. Enrollment	Per Cent Increase	Fall 1970 F.T.E. Projected Enrollment	Per Cent Projection Enrolled
Calumet	3,241	2,774	+17%	3,101	105%
Fort Wayne	1,598	1,618	-01%	1,794	89%
North Central	944	791	+19%	943	100%
Total	5,783	5,183	+12%	5,838	99%

Similar comparisons among the campuses based on full-time-equivalent enrollments are presented in Table 2, where it may be seen that the Fort Wayne campus data was again exceptional. In total, however, the projections were again found to be quite close to the actual enrollments, lending additional confidence to the methodology used to produce the projections.

When the projected enrollments were compared with the actual data for Fall, 1970, in somewhat greater detail, a similar observation was made: the overall accuracy of the total enrollment projection for a given campus was the result of compensating errors in the several factors which constitute the total. Examples of these kinds of comparisons are shown in Table 3.

The first entry in Table 3 compares the actual and predicted number of full-time freshmen for each campus. Here a rather consistent error of over-estimation was observed. Further, when earlier projections in this series were reviewed, it was found that the number of full-time freshman students has consistently been overestimated. For these reasons, this component has been adjusted slightly downwards in the projections presented

TABLE 3. COMPARISON OF ACTUAL AND PREDICTED ENROLLMENT DATA FOR PURDUE REGIONAL CAMPUSES, FALL, 1970, BY CAMPUS

	CALUMET	FORT WAYNE	N. CENTRAL	TOTAL
NUMBER OF FULL TIME FRESHMEN				
Actual	871	581	388	1,840
Predicted	1,050	710	463	2,223
Per Cent Error	+ 21%	+ 22%	+ 19%	+ 21%
NUMBER OF FULL TIME SPH.,JR.,& SR.'S				
Actual	1,084	490	251	1,825
Predicted	1,082	555	233	1,870
Per Cent Error	--	+ 13%	- 09%	+ 02%
NUMBER OF PART-TIME UNDERGRADUATE STUDENTS				
Actual	1,685	1,117	689	3,491
Predicted	1,399	1,251	666	3,316
Per Cent Error	- 17%	+ 12%	- 03%	- 05%
NUMBER OF FTE PART-TIME UNDERGRADUATE STUDENTS				
Actual	620	417	236	1,273
Predicted	507	439	214	1,160
Per Cent Error	- 18%	+ 05%	- 09%	- 09%
NUMBER OF GRADUATE STUDENTS				
Actual	1,000	253	187	1,440
Predicted	830	289	108	1,227
Per Cent Error	- 17%	+ 14%	- 42%	- 15%
NUMBER OF FTE GRADUATE STUDENTS				
Actual	419	110	69	598
*Predicted	285	89	33	407
Per Cent Error	- 32%	- 19%	- 52%	- 68%
NUMBER OF TOTAL STUDENTS				
Actual	5,153	2,441	1,515	9,109
Predicted	4,813	2,810	1,470	9,093
Per Cent Error	- 07%	+ 15%	- 03%	--
NUMBER OF TOTAL FTE STUDENTS				
Actual	3,241	1,598	944	5,783
*Predicted	3,101	1,794	943	5,838
Per Cent Error	- 04%	+ 12%	--	+ 01%

*Predicted Graduate FTE adjusted to 9 credit hour base.

In Table 6.

When the number of full-time sophomore, junior, and senior students actually enrolled were compared with the total predicted, varying patterns were observed among the campuses. This portion of the enrollment projections is a function of the retention ratios utilized in the projection procedure. It was observed that the Calumet campus was almost exactly as predicted, that the Fort Wayne estimates were high (lower retention than predicted), and that at the North Central campus the retention rates were higher than projected, making the estimated number of full-time upperclassmen at that campus lower than the actual number enrolled. These kinds of errors can of course be corrected individually, by campus, and such corrections are reflected in the retention ratios and their rates of change in Tables 8, 9, and 10.

Another error which seemed to be consistent throughout the past several years' projections was the underestimation of the number of part-time undergraduate students. Again, the Fort Wayne campus was found to be the exception, where the number of such students was overestimated for the current year. Likewise, greater numbers of graduate students than were anticipated have enrolled on both the Calumet and North Central campuses, most probably because of accelerating course and program offerings on the graduate level. The actual enrollment data for Fall semesters from 1966 through 1970 are shown in Table 4.

The projection factor for each of these components of the enrollment projection model has been adjusted slightly in the current projections. Such changes did not have an obvious effect on the total F. T. E. projections relative to those published in the fall of 1969, especially after the first few years. Differences were observed, however, in the relative

magnitude of the components of that total.

Table 5 displays the summary enrollment projections for the three regional campuses for Fall semesters from 1971 through 1980. Tables 6 through 10 exhibit the data underlying the projection of the full-time student component for each campus. The projections are further broken down for each campus by field of study for the full-time undergraduate students, course pattern of undergraduate part-time students, and full- and part-time graduate students in Tables 11 through 13. The combined Indiana University and Purdue University enrollment projections for the Fort Wayne campus are displayed in Table 14, and the enrollments for the Lafayette District and Southern Region extension programs are shown in Table 15.

These projections are set forth with as much confidence as can ever be placed in predictions based on experiences of the past. The first few years of the projections are expected to be quite accurate, with the concurrent expectation that the precision will decrease each year the projection model is extended. Neither optimistic nor pessimistic, the projections represent what now seems to be the most probable set of future states.

T. M. Elliott
November 30, 1970

TABLE 4. REGIONAL CAMPUSES ENROLLMENT REPORT, FALL SEMESTER, 1966-67 THROUGH 1970-71

	Number of Students						Full Time Equivalent Students					
	Undergraduate				Total		Undergraduate				Total	
	F/T	P/T	Graduate	Cert.	Undergrad	All Students	F/T	P/T	Graduate	Cert.	Undergrad	All Students
1966-67												
Calumet	1,231	927	559	590	2,158	3,307	1,231	299	234	211	1,530	1,975
Ft. Wayne	896	1,037	322		1,933	2,255	896	335	140		1,231	1,371
N. Central	202	467	87		669	756	202	151	32		353	385
Total	2,329	2,431	968	590	4,760	6,318	2,329	785	406	211	3,114	3,731
1967-68												
Calumet	1,445	1,069	601	364	2,514	3,479	1,445	345	251	130	1,790	2,171
Ft. Wayne	1,031	1,009	364	66	2,040	2,470	1,031	326	158	24	1,357	1,539
N. Central	395	581	150		976	1,126	395	188	55		583	638
Total	2,871	2,659	1,115	430	5,530	7,075	2,871	859	464	154	3,730	4,348
1968-69												
Calumet	1,620	1,207	684	399	2,827	3,910	1,620	423	287	142	2,043	2,472
Ft. Wayne	1,126	1,235	316	66	2,361	2,743	1,126	399	137	24	1,525	1,686
N. Central	464	608	121		1,072	1,193	464	197	45		661	706
Total	3,210	3,050	1,121	465	6,260	7,846	3,210	1,019	469	166	4,229	4,864
1969-70												
Calumet	1,778	1,341	796	452	3,119	4,367	1,778	485	334	177	2,263	2,774
Ft. Wayne	1,077	1,197	276	5	2,274	2,555	1,077	420	120	1	1,497	1,618
N. Central	550	635	100		1,185	1,285	550	204	37		754	791
Total	3,405	3,173	1,172	457	6,578	8,207	3;405	1,109	491	178	4,514	5,183
1970-71												
Calumet	1,955	1,685	1,000	513	3,640	5,153	1.955	620	419	247	2,575	3,241
Ft. Wayne	1,071	1,117	253		2,188	2,441	1,071	417	110		1,488	1,598
N. Central	639	689	187		1,328	1,515	639	236	69		875	944
Total	3,665	3,491	1,440	513	7,156	9,109	3,665	1,273	598	247	4,938	5,783

TABLE 5. REGIONAL CAMPUSES ENROLLMENT PROJECTIONS, FALL SEMESTER, 1971-72 THROUGH 1980-81

	Number of Students						Full-Time Equivalent Students					
	Undergraduate				Total		Undergraduate				Total	
	F/T	P/T	Graduate	Cert.	Undergrad	All Students	F/T	P/T	Graduate	Cert.	Undergrad	All Students
1971-72												
Calumet	2,204	1,883	1,019	500	4,087	5,606	2,204	693	427	200	2,897	3,524
Ft. Wayne	1,265	1,248	258		2,513	2,771	1,265	466	112		1,731	1,843
N. Central	735	771	192		1,506	1,698	735	264	71		999	1,070
Total	4,204	3,902	1,469	500	8,106	~~9,575~~ 10,075	4,204	1,423	610	200	5,627	6,437
1972-73												
Calumet	2,635	2,082	1,086	450	4,717	6,253	2,635	766	455	176	3,401	4,032
Ft. Wayne	1,599	1,380	276		2,979	3,255	1,599	515	120		2,114	2,234
N. Central	897	852	203		1,749	1,952	897	292	75		1,189	1,264
Total	5,131	4,314	1,565	450	9,445	11,460	5,131	1,573	650	176	6,704	7,530
1973-74												
Calumet	3,083	2,267	1,153	450	5,350	6,953	3,083	834	483	176	3,917	4,576
Ft. Wayne	2,032	1,503	292		3,535	3,827	2,032	561	127		2,593	2,720
N. Central	1,131	928	217		2,059	2,276	1,131	318	80		1,449	1,529
Total	6,246	4,698	1,662	450	10,944	~~12,606~~ 13,056	6,246	1,713	690	176	7,959	8,825
1974-75												
Calumet	3,634	2,438	1,222	450	6,072	7,744	3,634	897	512	176	4,531	5,219
Ft. Wayne	2,582	1,618	308		4,200	4,508	2,582	604	134		3,186	3,320
N. Central	1,412	998	228		2,410	2,638	1,412	342	84		1,754	1,838
Total	7,628	5,054	1,758	450	12,682	14,890	7,628	1,843	730	176	9,471	10,377
1975-76												
Calumet	3,964	2,604	1,279	450	6,568	8,297	3,964	958	536	176	4,922	5,634
Ft. Wayne	2,865	1,728	324		4,593	4,917	2,865	645	141		3,510	3,651
N. Central	1,624	1,066	238		2,690	2,928	1,624	365	88		1,989	2,077
Total	8,453	5,398	1,841	450	13,851	16,142	8,453	1,968	765	176	10,421	~~11,186~~ 11,362
1976-77												
Calumet	4,215	2,764	1,346	450	6,979	8,775	4,215	1,017	564	176	5,232	5,972
Ft. Wayne	3,065	1,832	340		4,897	5,237	3,065	684	148		3,749	3,897
N. Central	1,805	1,130	252		2,935	3,187	1,805	387	93		2,192	2,285
Total	9,085	5,726	1,938	450	14,811	17,199	9,085	2,088	805	176	11,173	~~11,978~~ 12,154

TABLE 5 (Continued)

	Number of Students						Full-Time Equivalent Students					
	Undergraduate				Total		Undergraduate				Total	
	F/T	P/T	Graduate	Cert.	Undergrad	All Students	F/T	P/T	Graduate	Cert.	Undergrad	All Students
1977-78												
Calumet	4,484	2,894	1,406	450	7,378	9,234	4,484	1,065	589	176	5,549	6,314
Ft. Wayne	3,204	1,921	354		5,125	5,479	3,204	717	154		3,921	4,075
N. Central	1,977	1,185	263		3,162	3,425	1,977	406	97		2,383	2,480
Total	9,665	6,000	2,023	450	15,665	18,138	9,665	2,188	840	176	11,853	12,869
1978-79												
Calumet	4,688	3,022	1,473	450	7,710	9,633	4,688	1,112	617	176	5,800	6,593
Ft. Wayne	3,313	2,004	373		5,317	5,690	3,313	748	162		4,061	4,223
N. Central	2,081	1,235	274		3,316	3,590	2,081	423	101		2,504	2,605
Total	10,082	6,261	2,120	450	16,343	18,913	10,082	2,283	880	176	12,365	13,421
1979-80												
Calumet	4,866	3,134	1,523	450	8,000	9,973	4,866	1,153	638	176	6,019	6,833
Ft. Wayne	3,411	2,025	384		5,436	5,820	3,411	756	167		4,167	4,334
N. Central	2,167	1,282	285		3,449	3,734	2,167	439	105		2,606	2,711
Total	10,444	6,441	2,192	450	16,885	19,527	10,444	2,348	910	176	12,792	13,878
1980-81												
Calumet	4,929	3,240	1,556	450	8,169	10,175 ~~9,725~~	4,929	1,192	652	176	6,121	6,949
Ft. Wayne	3,451	2,148	393		5,599	5,992	3,451	802	171		4,253	4,424
N. Central	2,197	1,325	290		3,522	3,812	2,197	454	107		2,651	2,758
Total	10,577	6,713	2,239	450	17,290	19,979	10,577	2,448	930	176	13,025	14,131

TABLE 6. PROJECTION OF FULL-TIME FRESHMEN AT PURDUE UNIVERSITY, LAFAYETTE AND REGIONAL CAMPUSES*, FALL SEMESTER, 1966-1980

YEAR	INDIANA BIRTHS+	RATIO†	TOTAL PURDUE FRESHMEN	LAF. FRESHMEN△	TOTAL REG.CAM. FRESHMEN
1966	92,131	.069	6,320	4,975	1,345
1967	93,949	.077	7,238	5,602	1,636
1968	93,256	.077	7,177	5,398	1,773
1969	101,099	.071	7,168	5,434	1,734
1970	104,469	.072	7,477	5,637	1,840
1971	105,700	.075	7,928	5,779	2,149
1972	109,000	.079	8,611	6,037	2,574
1973	108,400	.083	8,986	6,013	2,973
1974	113,500	.085	9,636	6,175	3,461
1975	115,700	.086	10,031	6,721	3,310
1976	112,500	.087	9,788	6,254	3,534
1977	112,700	.089	10,030	6,272	3,758
1978	112,700	.090	10,143	6,191	3,952
1979	112,200	.091	10,210	6,256	3,954
1980	108,700	.092	10,000	6,108	3,892

* Includes the Calumet, Fort Wayne, and North Central Campuses.
+ Eighteen years previous.
† Ratio of total Purdue University full-time freshmen to the number of Indiana births 18 years previous. This ratio and the number of total Purdue freshmen are presented as actual data from 1966 through 1970, and as projections from 1971 through 1980.
△ Source: Purdue University Registrar.

TABLE 7. FULL TIME FRESHMAN STUDENTS ENROLLED ON THE REGIONAL CAMPUSES OF PURDUE UNIVERSITY, FALL SEMESTER, 1966 THROUGH 1970, AND PROJECTED THROUGH 1980, BY CAMPUS

YEAR	TOTAL REG. CAM. FRESHMEN*	CALUMET	FORT WAYNE	NORTH CENTRAL
1966	1,345	699	497	149
1967	1,636	769	567	300
1968	1,773	765	658	350
1969	1,734	811	554	369
1970	1,840	871	581	388
1971	2,149	989	731	429
1972	2,574	1,184	875	515
1973	2,973	1,368	1,011	594
1974	3,461	1,592	1,177	692
1975	3,310	1,523	1,125	662
1976	3,534	1,643	1,163	722
1977	3,758	1,751	1,225	782
1978	3,952	1,841	1,289	822
1979	3,954	1,843	1,290	821
1980	3,892	1,814	1,271	807

* Source: Table 6.

TABLE 8. CALUMET CAMPUS FULL-TIME STUDENT ENROLLMENT REPORT AND PROJECTION FOR FALL SEMESTER, 1966 THROUGH 1980

YEAR	FR.	SOPH.	JR.	SR.	TOTAL
1966	699	397	93	42	1,231
	71%	34%	53%		
1967	769	493	134	49	1,445
	68%	50%	60%		
1968	765	518	248	89	1,620
	67%	57%	64%		
1969	811	512	296	159	1,778
	83%	47%	55%		
1970	871	677	243	164	1,955
	80%	55%	60%		
1971	989	697	372	146	2,204
		50%	65%		
1972	1,184	791	418	242	2,635
			70%		
1973	1,368	947	475	293	3,083
			80%		
1974	1,592	1,094	568	380	3,634
			90%		
1975	1,523	1,274	656	511	3,964
1976	1,643	1,218	764	590	4,215
1977	1,751	1,314	731	688	4,484
1978	1,841	1,401	788	658	4,688
1979	1,843	1,473	841	709	4,866
1980	1,814	1,474	884	757	4,929

TABLE 11. CALUMET CAMPUS ENROLLMENT REPORT AND PROJECTION FOR FALL SEMESTER, 1967-68 THROUGH 1980-81

	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81
Full-time Under-Graduate Students														
Engineering	270	243	222	238	264	316	370	400	436	464	493	469	487	493
%	19	15	13	12	12	12	12	11	11	11	11	10	10	10
Humanities	261	342	481	587	661	817	956	1,127	1,268	1,349	1,435	1,547	1,606	1,627
%	18	21	27	30	30	31	31	31	32	32	32	33	33	33
Science	162	197	204	216	242	290	339	400	436	464	493	516	535	542
%	11	12	11	11	11	11	11	11	11	11	11	11	11	11
Technology	521	587	639	626	728	869	1,017	1,235	1,348	1,474	1,570	1,640	1,703	1,725
%	36	36	36	32	33	33	33	34	34	35	35	35	35	35
Other	231	251	232	288	309	343	401	472	476	464	493	516	535	542
%	16	16	13	15	14	13	13	13	12	11	11	11	11	11
Sub-Total	1,445	1,620	1,778	1,955	2,204	2,635	3,083	3,634	3,964	4,215	4,484	4,688	4,866	4,929
Part-time Under-Graduate Students														
Part-time 1	517	522	569	610	682	754	821	883	943	1,001	1,048	1,094	1,135	1,173
Part-time 2	552	685	772	1,075	1,201	1,328	1,446	1,555	1,661	1,763	1,846	1,928	1,999	2,067
Certificate	364	399	452	513	500	450	450	450	450	450	450	450	450	450
Sub-Total	1,433	1,606	1,793	2,198	2,383	2,532	2,717	2,888	3,054	3,214	3,344	3,472	3,584	3,690
Graduate Students														
Full-time	18	21	24	30	31	33	35	37	39	41	42	44	46	47
Part-time	583	663	772	970	988	1,053	1,118	1,185	1,240	1,305	1,364	1,429	1,477	1,509
Sub-Total	601	684	796	1,000	1,019	1,086	1,153	1,222	1,279	1,346	1,406	1,473	1,523	1,556
Total All Students	3,479	3,910	4,367	5,153	5,606	6,253	6,953	7,744	8,297	8,775	9,234	9,633	9,973	10,175 ~~9,725~~

Note: Part-time 1 students select only 1 course.
Part-time 2 students select 2 or more courses but less than 12 credit hours.

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 147
June 20, 1968

CALUMET CAMPUS
ASSOCIATE DEGREE AUTHORIZATIONS

Supersedes Administrative Memo No. 115

On April 3, 1968 the Vice President for Regional Campus Administration approved a request from the Calumet Campus to institute a program in Mechanical Drafting-Design Technology leading to the Associate in Applied Science, effective September, 1968. This action has been reported to the Regional Campus Coordinating Committee in accordance with agreed upon procedures and brings associate degree curricula at the Calumet Campus to a total of eleven as follows:

- Architectural Technology
- Civil Engineering Technology
- Chemical Technology
- Computer Technology (Commercial and Scientific Options)
- Electrical Engineering Technology
- Food Service Technology
- Industrial Engineering Technology
- Mechanical Drafting-Design Technology
- Mechanical Engineering Technology
- Metallurgical Engineering Technology
- Nursing (leading to RN)

G. W. Bergren, Administrative Dean
for Academic Affairs

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 218
March 23, 1971

CALUMET CAMPUS
BACHELOR'S DEGREE AUTHORIZATIONS

Supersedes Administrative Memorandum No. 199

Vice President's Administrative Memorandum No. 199, dated July 6, 1970 sets forth the curricula, sequences and options leading to bachelor's degrees authorized for the Calumet Campus. Subsequently, the Vice President for Regional Campus Administration approved a curriculum in Physical Education for Men on February 1, 1971.

This approval brings the number of Calumet Campus baccalaureate degree curricula to a total of thirty-two as follows:

Schools of Engineering

BSE - Engineering

School of Humanities, Social Science and Education

BA - American History
BA - American Literature
BA - English - Teaching Major
BA - English Literature
BA - Elementary Education
BA - European History
BA - German
BA - German - Teaching Major
BPE - Physical Education
BA - Political Science
BS - Psychology
BA - Social Studies - Teaching Major (with endorsements in Economics, Government, Sociology, U. S. History and World History)
BA - Sociology
BA - Speech
BA - Speech - Teaching Major

School of Industrial Management

BS - Business Economics
BSIM - Industrial Management

School of Science

BS - Biological Sciences
  Biological Sciences
  Biology Teaching
  Medical Technology
  Pre-dental - Pre-medical
BS - Chemistry
BS - Mathematics
BS - Physics - Curriculum B
BS - Physics - Curriculum C

School of Technology

BS - Construction Technology
BS - Electrical Technology
BS - Industrial Technology
BS - Nursing
BS - Mechanical Technology
BS - Supervision Technology

G. W. Bergren, Administrative Dean
for Academic Affairs

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 202
September 10, 1970

CALUMET CAMPUS
MASTER'S DEGREE AUTHORIZATIONS

Supersedes Administrative Memorandum No. 121

Vice President's Administrative Memorandum No. 121 dated June 20, 1967 sets forth the curricula, sequences and options leading to the several master's degrees authorized for the Calumet Campus.

Upon request of the regional campus dean and with the approval of the department, school and the Regional Campus Coordinating Committee of the Trustees' Joint Policy Council for Regional Campuses, the Vice President for Regional Campus Administration has authorized the implementation of a graduate program leading to a Master of Science degree (option for teachers) in the field of mathematics.

The list of eleven authorized degree programs is as follows:

School of Agriculture

Extension Education

Schools of Engineering

Engineering - Interdisciplinary

School of Humanities, Social Science and Education

English
Education Administration
Elementary Education
Guidance and Counseling
History
Secondary Education

School of Science

Biology - Teaching
Mathematics - Teaching, M.A.T.
Mathematics - Option for Teachers, M.S.

G. W. Bergren, Administrative Dean
for Academic Affairs

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 176
September 1, 1969

PROVISION FOR THE CREATION OF A
REGIONAL CAMPUS SCHOOL OF GENERAL STUDIES

The BOARD OF TRUSTEES of Purdue University, on August 28, 1969, adopted the following policy statement concerning the creation of a School of General Studies at a Regional Campus.

C. H. Lawshe, Vice President
for Regional Campus Administration

Introduction

In September 1968, approximately 2600 students were enrolled in the "temporary" or "unclassified" categories at the Regional Campuses. These students have a wide variety of educational goals including (a) taking a single course for its occupational relevance or cultural value with no degree objective, (b) exploring college level courses prior to making a specific curriculum commitment, and (c) developing the academic competence required to proceed as a regular student.

Furthermore, the Regional Campuses tend to draw a larger proportion of the population than would attend college if the local opportunity were not available. A few are considerably older than the "typical" college student. Some who are "normal college age" are not as well prepared for college entrance as their counterparts who come to Lafayette. Even though they have academic potential, they sometimes need remedial work in such areas as English and mathematics; this is particularly true of the so-called "disadvantaged."

The University must address itself more positively to serving these students who do not fit the currently existing academic patterns. In order to better meet the diverse needs of these heterogeneous groups of students, and when it is determined at a particular Regional Campus that such action is desirable, it is proposed that there be created at that Campus a new academic unit to function as a general college. Such a unit will be designated as the School of General Studies.

NOTE: This document has undergone a number of revisions, the last of which resulted from consultation with an advisory group from the University Senate which was convened by the Vice President for Academic Affairs on July 17. The group consisted of the chairmen of the five standing committees of the Senate, or their designees, and one Senator from each School of the University not otherwise represented.

This document establishes the structure and defines the authority of a School of General Studies and provides for its creation on a Purdue University Regional Campus.

Structure

The structure of a School of General Studies will generally parallel that of the other schools of the University as an element in the academic organization.

- The Dean of the Regional Campus shall serve as the Dean of the School until subsequent action is taken by the BOARD OF TRUSTEES.

- Faculty control of curricula and other academic affairs of the School shall be vested in a General Studies Faculty Council until such time as the School's own faculty has the capability of performing this function and has been so authorized by the BOARD. The Council shall consist of members of the local campus faculty, including one from each School represented on that campus, appointed by the Vice President for Regional Campus Administration on the recommendation of the Dean. The Dean or his designee shall preside at all Council meetings.

- Full-time faculty members in the School shall hold academic rank and shall be subject to all of the tenure, promotion, and benefit policies which apply to other faculty members. Some faculty members will probably hold joint appointments in one of the other schools of the University.

Authority

Once established on a Regional Campus, a School of General Studies shall be authorized to perform the following functions:

1. To admit students, using such standards and criteria as the local faculty body may establish and have approved by the BOARD, with the understanding that the central purpose of the School is to provide opportunity to many students not now admissable to existing schools of the University. Most students currently in the "unclassified" and "temporary" categories will be admitted to the School of General Studies.
2. To create, approve, and offer Personal Service Courses (below 100 level) and Lower Division Courses (100 or 200 level). The General Studies Faculty Council will be charged with the responsibility for seeing that courses do not duplicate those currently offered by the other schools of the University and

that they are developed with the involvement of local faculty members from related areas.

3. To create, approve, and offer curricula or sequences of courses designed to prepare the student (1) to transfer to another school of the University, or (2) to meet an occupational objective. An occupationally oriented curriculum shall be supported by appropriate studies conducted by the Office of Manpower Studies and may terminate in the award of a certificate or diploma. Curricula of either type may consist of courses offered by the School and/or courses offered by the other schools of the University.

4. To provide academic and personal counseling services.

Creation on a Regional Campus

Action to create a School of General Studies on a particular campus shall be initiated by the Regional Campus Dean. He shall prepare a proposal document similar to those currently used in requesting approval to add or extend a curriculum. The document shall include evidence (1) that the Regional Campus Dean, in conformance with Section IIC(4) of Senate Document 67-5, has secured the advice of the Regional Campus Faculty on the plan, and (2) that the plan has been formally approved by the Regional Campus Coordinating Committee. The proposal shall be submitted to the BOARD OF TRUSTEES by the President with his recommendation for action.

SCHOOL OF GENERAL STUDIES
Purdue University Calumet Campus

PHILOSOPHY AND PROGRAM DOCUMENT

The main purpose of the School of General Studies at the Calumet Campus is to provide post-high school educational opportunities for students for whom such opportunities are not currently available. These include:

1. Students who do not meet the entrance requirements of other Schools of the University but have entrance to one of those Schools as their immediate educational goal.

2. Students who are otherwise admissible to other Schools but who have isolated deficiencies of a qualitative or quantitative nature which make their success in those Schools doubtful.

3. Students who enter the University without well-defined educational objectives but with a wide variety of personal reasons for seeking some university level education.

4. Students whose educational objectives are well-defined, and though related to those in which the University is involved, are other than those currently represented by baccalaureate programs.

A second purpose of the School of General Studies is to meet most effectively community needs for training personnel. In order to accomplish this, specific needs for personnel in business and industry, government, and human resources developmental agencies will be identified and continuously monitored. Attempts will be made to develop curricula geared to career ladders and new career opportunities in fields such as education, health, and law enforcement, in cooperation with governmental agencies, as well as the development of similar opportunities in collaboration with private business and industry and voluntary agencies. The counseling services of the School would also be tied into this program of career development, as well as placement services to meet the needs of both students and the community.

To serve the educational needs of students and community the School of General Studies will establish courses or programs in three general areas:

1. Developmental

   Innovative programs designed to efficiently remove the deficiencies in both the cognitive and affective domains.

2 General Education

   Courses and programs designed to aid students in selecting and achieving meaningful personal educational goals.

3. Paraprofessional

   Both pre-college and college pre-baccalaureate level programs which will both satisfy the limited educational goals of some students and, through their relation to degree programs of the University, provide the opportunity for such students to expand their educational goals.

The following statements provide a rationale for the inclusion of the activities of this School within the University.

1. A central theme of all activities of this School is flexibility. It is expected that experimentation will be undertaken within the School in all phases of the educational process. These include the use of innovative methods of instruction and class conduct, work-study procedures, and variation from traditional scheduling procedures ("short" courses, etc.). In short, instruction in this School will provide a laboratory in which students and faculty can interact in new ways, which in turn, may well eventually effect instructional procedures in all Schools of the University.

2. It is realized that the School must include provision for much more extensive counseling activities than those provided within the other Schools. As in (1) above it is expected that techniques and procedures developed here will have broad implications for other Schools.

3. While most of the activities in this School have been carried out with varying degrees of success in other settings there are original aspects of the proposed activities of the School. Developmental (or remedial) instruction is not new. It is currently being carried on in some areas by other Schools of the University. What is new in this School is the establishment of this instruction as a major purpose of the School and the commitment to research in this area to determine means of performing this instruction more successfully. Furthermore, the conduct of this instruction within the University setting in which students may concomitantly take courses in other Schools for which they <u>are</u> qualified should prove preferable to isolated remedial programs.

   Similarly, admitting students who do not have well-defined educational goals is not new. What is new is admitting them to a School which has a major purpose helping them to establish such goals for themselves <u>and</u> providing them goals at a variety of levels from which they may choose.

Finally, paraprofessional programs of a pre-college or college pre-baccalaureate level are surely not new. However, seldom are such programs offered within the setting of the University. It is not usual for students with these goals to have the opportunity to achieve them and to give serious consideration to extending them at the same time. Neither is it common for students who find themselves frustrated in their attempt to achieve their goals to have the opportunity to "change direction" without "moving out and starting over."

AdHoc Committee on Philosophy and Documentation

C. D. Clapp
J. E. Forbes
J. P. Fruth
D. E. Johnson
L. L. Perkins
T. D. Sherrard
R. J. Combs, Chairman

SCHOOL OF GENERAL STUDIES

PURDUE UNIVERSITY CALUMET CAMPUS

ARTICLES OF ORGANIZATION AND PROCEDURE.

Preamble: The Council of the School of General Studies at Purdue University Calumet Campus adopts the following articles in order to describe its organization, define its responsibilities, and determine its operating procedure.

ARTICLE I.

Functions of the School of General Studies

The functions of the School of General Studies as assigned by the Board of Trustees are:

1. To admit students, using such standards and criteria as the School faculty may establish and have approved by the Board, with the understanding that the central purpose of the School is to provide opportunity to many students not now admissable to existing Schools of the University.

2. To create, approve, and offer personal Service Courses (Below the 100 level) and Lower Division Courses (100 or 200 level). The General Studies Faculty Council is charged with the responsibility for seeing that courses do not duplicate those currently offered by the other Schools of the University and that they are developed with the involvement of local faculty members from related areas.

3. To create, approve, and offer curricula or sequences of courses designed to prepare the student (1) to move to another School of the University, or (2) to meet an occupational objective.

   An occupationally oriented curriculum shall be supported by appropriate studies conducted by the office of Manpower Studies and may terminate in the award of a certificate or diploma.

   Curricula of either type may consist of courses offered by the School and/or courses offered by other Schools of the University.

4. To provide academic and counseling services.

ARTICLE II.

Responsibilities of the Faculty

Faculty control of curricula and other academic affairs of the School shall be vested in the General Studies Faculty Council until such time as the School's own faculty has the capability of performing these functions and has been so authorized by the BOARD.

ARTICLE III.

The School of General Studies Faculty Council

Section 1: Responsibilities and Powers. The School of General Studies Faculty Council has the power to conduct all of the normal business of the School.

Section 2: Composition of the Council. The Council shall be selected from members of the Calumet Campus faculty, including at least one from each school represented on the Campus, appointed by recommendations of the Dean and Director.

Section 3: Officers of the Council.

(a) The Dean of the School or his designated representative shall serve as chairman of the Council and shall vote only in the case of a tie.

(b) The secretary of the Council shall be selected by the chairman. The secretary shall not be a member of the Council.

Section 4: Voting Privileges. All members of the Council have voting privileges.

Section 5: Tenure. Members of the Council shall serve three year terms, except for initial appointments as otherwise designated. Council members may succeed themselves.

Section 6: Bylaws. The Council shall establish its own by-laws and rules of procedure.

Section 7: Meetings. Meetings of the Council shall be held at least monthly during the academic year.

ARTICLE IV.

Committees

Section 1: Committees of the Council. Standing Committees. The Council shall create the standing committees that it judges necessary to aid and expedite the implementation of its powers and responsibilities.

Section 2: Ad Hoc Committees. The Council also may create Ad Hoc Committees and other groups and delegate to them specific powers when it judges that such groups will be beneficial to functions of the School and the Council.

Section 3: Responsibilities of Committees. The Council shall establish appropriate procedures for each committee, and the actions of any of these committees are subject to review by the Council.

ARTICLE V.

Parliamentary Procedure

All meetings of the Council shall be conducted in accordance with standard parliamentary procedure. The most recent edition of Roberts Rules of Order shall be used as the reference authority.

ARTICLE VI.

Amendment Procedures

The Council may initiate any amendment at any regular meeting. A written proposal shall be made available to all members for consideration at the next regular meeting. A motion to amend may be carried by a 2/3 vote of the Council.

ARTICLE VII.

Temporary Provisions

1. The Dean and Director of the Calumet Campus shall serve as the Dean of the School until subsequent action is taken by the Board of Trustees.

2. All meetings of the Council during the 1969-1970 academic year shall be considered regular meetings and shall be announced at least one week in advance.

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 159
February 5, 1969

ASSIGNMENT OF RESPONSIBILITY AND
AUTHORITY FOR CONTINUING EDUCATION
ACTIVITIES AT PURDUE UNIVERSITY REGIONAL CAMPUSES*

As a State university and a land-grant institution Purdue University bears a major responsibility for the continuing education of adults. This memorandum assigns academic, administrative, and fiscal responsibility for all continuing education activity at the regional campuses and outlines those policies and procedures that govern the conduct of these activities.

In this memorandum the term "sponsor" is used to designate the academic area or other agency of the University that assumes responsibility for the content and/or academic quality of the event. Every event will be sponsored by an academic unit or other agency of the University and all literature and brochures will indicate the sponsoring agency. Events may be conducted "in cooperation with" (non-financial assistance) or may be "supported by" (financial assistance) outside agencies provided there is internal sponsorship.

The term "chairman" is used to designate the University staff member who is assigned to represent the sponsoring unit in the discharge of its responsibilities. The term "coordinator" is used to designate the University staff member who is assigned to represent the regional campus in all matters related to the administration, organization, and management of continuing education activities.

Inter-institutional Continuing Education Programs

For programs conducted by Purdue University Regional Campuses using the unique academic competencies of another university or college on an inter-institutional basis, the cognizant academic unit of the cooperating institution may be designated as the sponsor.

Student Programs of Continuing Education

Continuing education programs conducted by a regional campus by/for its own students will be sponsored by the cognizant student organization and approved by the Office of Student Services (in accordance with institutional provisions or

*Executive Memorandum A-254 assigns responsibility and authority for similar activities on the Lafayette campus.

regional campus regulations related to student organization definition; recognition; membership lists; and approval of activities and programs). For student programs involving non-local participants arrangements shall be made in accordance with Items on page 1 of this Memorandum; normally such programs will be sponsored by an academic unit or other agency of the University.

Assignment of Responsibilities

Responsibility for Academic Standards and Control.

Responsibility for the academic content in a continuing education activity is vested in the section, department, division, school, or other agency of the University that serves as the sponsor of the activity. For each such program, the administrative Head will name a member of his staff to serve as Chairman. The Chairman, functioning for the academic unit or agency, selects dates, determines program content, chooses speakers, and performs other duties related to the maintenance of standards and quality of presentation.

Responsibility for Administration, Organization, and Management.

The Office of Continuing Education is charged with responsibility for the administration, organization, and management of all Continuing Education activities subject to policy guidance by the Dean of the Regional Campus. At the time an activity is submitted for approval to the Office of Continuing Education, a Coordinator will be assigned to work with the Chairman. The Coordinator will serve as the deputy of the Dean of the regional campus in all administrative matters connected with the operation and conduct of the activity.

Responsibility for Fiscal Matters

All fiscal matters of Purdue University are the responsibility of the Vice President and Treasurer of the University. For fiscal matters related to continuing education activities conducted by Purdue University regional campuses the Vice President and Treasurer delegates this responsibility to the Director of Regional Campus Business Affairs. Only authorized representatives of the Director may receive moneys on University property; specifically included are enrollment fees, ticket sales, or other payments in connection with continuing education activities conducted by the regional campus.

Association membership fees or dues collections of a voluntary nature may be excluded from the provisions of this section upon approval by the Dean of the Regional Campus or his designee.

The sales of proceedings, speeches, and other publications directly pertaining to the continuing education program may also be excluded from this section upon approval by the Dean of the campus or his designee.

Other publications related to the scheduled program shall be administered under the Exhibit Policy of the regional campus which permits display but prohibits sales or taking of orders.

Use of University Facilities

When continuing education activities are conducted on a regional campus, they must satisfy the conditions of the Inter-Institutional Facilities Use Policy agreed to by the four State institutions of higher learning on 20 April 1960. Under the terms of this agreement the use of facilities is restricted to the following:

1. Educational meetings sponsored by schools, departments or sections of the institutions

2. Educational meetings sponsored by schools, departments or sections of the institutions in conjunction with outside organizations

3. Professional, scientific, and learned organizations having state or national recognition

4. Educational organizations which are professionally recognized or have a direct relationship to elementary or secondary schools or to colleges and universities, either public or private

5. Organizations other than educational which present programs that are directly related to institutional academic programs or that make use of the academic resources of the institutions

6. Student groups which have membership representation at any of the institutions or the meetings of which have a relationship to academic programs or to campus activities

7. Non-college-university groups upon invitation for meetings of public or social significance that are a desirable contribution to general community welfare

8. Meetings, short courses, institutes, conferences and other continuing education activities requiring facilities unique to those of the institutions

9. Local activities contributing to the welfare of the communities in which the institutions or their regional campuses are located

L. O. Nelson, Administrative Dean
for Student Services and Continuing Education

OFFICE OF CONTINUING EDUCATION

The Coordinator of Continuing Education is responsible for providing educational service to the community. In theory his office functions as a clearing house wherein the academic elements of the University and the educational needs of the community are matched to provide solutions to problems.

More specifically, the Coordinator of Continuing Education either seeks to locate and identify an educational need or the need is brought to the attention of the coordinator by an individual or a group in the community. The coordinator then arranges the time, place, material and instruction which when coordinated effectively result in meeting of the need. Because the total program is self-supporting, he also is responsible for the submission of a budget which will provide an income (from individual fee payment or payment by an institution) which will recover an ample amount to meet all costs of a given program.

During a given fiscal year, however, the Coordinator of Continuing Education is charged with the responsibility of presenting programs for which there can be no fee income of any sort. These programs could be defined as those benefiting the University and/or the community or the general public. It is the responsibility of the coordinator to provide budgetary support for these types of programs by accruing income in adequate excess over costs when presenting programs designed to benefit the individuals who participate.

By the foregoing it should be understood that while Continuing Education is a self-supporting element of the, in part, public supported State university, it presents each program only after securing official approval by the Dean and Director, budgetary approval by the Business Manager and academic sponsorship by a department or division of the University.

The strengths and weaknesses of the position of the Coordinator of Continuing Education can be measured in terms of the organizational environment in which he operates.

A major strength is the circumstances in which the coordinator has virtually no policy restriction to any effort which will bring about growth and development in the Contiuing Education program. The position is, in a real sense, protected by the administrative, business and academic elements of the University. He, and the over-all program are therefore unlimited in growth potential in both quantitative and qualitative dimensions.

Another major strength can be measured geographically. The campus is located in the greatest concentration of Continuing Education consumer population in the State. For purposes of program design the population is divided into four areas: the business and industrial, the professional, the educational and the public at large. The fact that many individuals appear in more than one of these areas is obvious but not pertinent to the coordinator's use of the tangental view of the audience. The point of strength is that the potential audience is virtually unlimited.

Weaknesses of the position of coordinator are temporary and largely synthetic. Currently the availability of adequate space facility on the campus is severely limiting. However, projected plans for expansion will, in time, provide adequate space for all aspects of the Continuing Education programs.

This weakness is synthetic because the program is not restricted to the confines of the campus but can be presented in any adequate off-campus facility that is available. The use of such facility usually adds to the over-all cost for presenting a given program but never to the extent that becomes prohibitive.

In summary, the strength of the position of Coordinator of Continuing Education lies in the limitless potential of continuing educational need and in the unrestricted environment in which he performs.

Weaknesses of the position will in time be eliminated by the physical growth of the University and will allow for expansion of an on-campus program, unlimited in scope.

CONTINUING EDUCATION BUDGET

Functions

The Office of Continuing Education is charged to provide special educational services to the community. In practice its functions can be described by three steps: (1) Identify and define the educational needs which are not met by other departments or agencies of the University, (2) Coordinate all elements essential to meeting the needs (scheduling, instruction, finance, etc.), and (3) Evaluate the effectiveness of efforts made to meet the needs.

In performing its function, the Office of Continuing Education becomes a vital link in the relationship between the University and the community.

Programs

Programs offered by the Office of Continuing Education fall generally into three categories according to the type of participant:

For the Business and Industrial Community. Short courses are offered to provide new information and concepts or to provide refresher experience to personnel from business and industry. These are conducted on campus with the exception of a small percentage which are conducted, at the request of the participating industrial organization, in-plant. In addition, conferences, symposia and seminars are coordinated and conducted for professional societies.

For the Professional Community. Short, intensive courses for teachers comprise the bulk of this area of programming. These are on-campus credit courses offered off-calendar for the benefit of the professional teacher at all levels (primary, elementary, secondary). Credit courses can be offered off-campus to meet the needs of specific groups.

In addition, other professional and para-professional personnel are served such as nurses, social workers, public school service administrators, hospital and nursing home administrators, and pharmacists. During the next biennium, the emphasis will be on the expansion of the above categories largely in the area of supervisory and management training and development.

For the Community in General. Programs serving the adult population of the community are designed mainly for individual growth and enrichment. All are informal in nature and deal with many areas of modern living, such as learning in the areas of hobby pursuit (photograpy, painting), personal finance (income tax, investment, estate handling) and special interest pursuits, unlimited in kind. Some of the activities within the total program do not fall within the definition of the above categories. These are related mainly to University functions, such as conferences and dinners sponsored by the admissions office or other agencies within the University structure.

Scheduling and other arrangements for all television usage at this campus are also coordinated by the Office of Continuing Education.

Goals

The Office of Continuing Education aims to provide a vital link between the University and the total community. It aims to generate not only the means by which educational needs are effectively met, but also increasingly efficient channels of communication through which needs can be identified and defined.

More specifically,as indicated in the previous section, emphasis on expansion of the area of managerial and supvisory development programs will have first priority in the next biennium.

LIBRARY ADMINISTRATION

Functions

The chief function of the Purdue University Calumet Campus Library is to provide not only the necessary books and periodicals needed to support the academic programs of the Calumet Campus, but also to provide the professional and clerical staff to organize and assist the students in the use of these materials.

Programs

The library is headed by the Librarian whose primary function is to set, plan, and implement the library's goals in conjunction with the Calumet Campus administration, the Library Committee, and a reference librarian whose duties are to assist and instruct the students and faculty in the use of the library resources. Also, on the staff are two junior librarians, two clerical assistants and part-time student assistants. Our 1971-73 legislative request includes one additional professional position, two clerical positions, and more part-time wages. In order to serve the students and faculty, the library is open 86 hours a week including evening and weekend hours. In meeting the responsibilities of acquiring library materials, the professional library staff and the academic departments must select material from the spectrum of recorded knowledge since the interest of the Schools of the University -- Engineering; Humanities, Social Science and Education; Science; and Technology -- are so divergent. Discounting the foreign book trade, there are over 23,000 new titles published annually in the United States from which to select. Advice and counsel is sought from the Calumet Campus Library Committee and the Calumet Council of Section Chairmen by the Librarian on the growth and direction of the collection's development. As part of the library's program to meet enrollment increases, the library will move into new facilities now under construction in the fall of 1971. These new quarters will give the library 46,000 sq. ft. of library space

rather than the 8,476 sq. ft. that it presently has. According to University standards of 13 usable sq. ft. per FTE, the gain in library space that will be obtained with the move to larger facilities will only be putting it on par with a standard it should have for its 1971 fall enrollment.

Goals

A major concern and goal of the library is to markedly improve the rate of acquisition of volumes by the return of the North Central Association of Colleges and Secondary Schools. The first inspection visit was in January 1969 and a second visit is expected in the 1971-72 academic year. After the first visit by the North Central Association, the Calumet Campus was given operationally separate accreditation. In the North Central Association report, it was noted that inspite of increases in volumes, the library is weak in relation to the programs and aspirations of the institution. Accordingly, the Calumet Campus administration, the Library Committee and the Librarian have set as a major goal the obtaining of American Library Association Standards for colleges with master's degree programs (50,000 volumes for the first 600 students and 10,000 volumes for each additional 200 students) by 1981. Approximately 316,000 volumes under this plan would be acquired by 1981. There will be just over 60,000 volumes in the collection by June 1971. Our method of obtaining these standards is to ask in our priority one legislative request increased funds to maintain our current ratio of acquisition dollars of $35.81 per FTE and request the additional funds needed in a priority two request as a new program item.

AUDIO-VISUAL CENTER

Functions

The primary functions of the Audio-Visual Center are to operate a film booking service, schedule and maintain audio-visual equipment, and operate the campus television service.

Programs

The Center's work is directed by the Librarian. The film booking service locates and books educational films in the regional and national film libraries. A small collection of films are also owned by the campus. The Audio-Visual Center checks out and maintains loan records for both phonograph records, tape, and related programmed educational material as well as for films. The campus television service not only receives programs from the Indiana Higher Education Television System network via microwave transmission from any of the campuses of the four state universities, but also includes the production of local programs and laboratory demonstrations. It is staffed only by one full-time technician with a first class FCC radio operator phone license. In July 1971 the Audio-Visual Center will move into a new 8000 square feet facility. At this time our staffing needs will be an additional technician and a professional AV coordinator. It is hoped that more creative ways of using new technology to increase the educational effectiveness of the campus can be found.

Goals

Our immediate goal is to provide more and improved quality of service by better utilizing our new facilities that for the first time will give us the physical facilities required for our objectives. We expect to make use of the audio-tutorial method of self-instruction by using such devices as 8mm film loops. It is our goal to use students enrolled in educational television courses in the Department of Communication and educational media course in the Department of Education in a cooperative effort that will not only benefit their practical experience, but assist us in servicing the total needs of the Calumet Campus.

COMPUTER CENTER

Functions and Programs

The Computer Center is an administratively separate unit, organized to provide computer and unit record services for teaching, research, and administration. The first equipment was purchased with funds from Title VIII of the National Defense Education Act, matched by the University. The equipment was initially used for teaching the Computer Technology courses, but over the past years has come to serve all qualified users.

During the 1967-69 biennium, a third generation computer (the IBM 360 Model 20) was installed and linked to the large Lafayette system. This equipment has become a valuable addition to the Regional Campuses providing:

1. Additional computer capacity for all users, giving needed time for teaching the ever expanding Computer Technology courses as well as giving time for administrative data processing.
2. The up-grading of the Computer Technology courses so that students can be trained on machines that are now being installed by industry, government and educational institutions.
3. The opportunity for using more powerful programming languages (which speeds up the development of programs for faster implementation of new systems) and larger storage capacity for the growing student population.

Included in the functions and services provided by the Computer Center are the following:

1. IBM S/360 Data Processing System
2. IBM 1620 Data Processing System
3. Unit Record Data Processing Equipment

Coordinates the scheduling and use of equipment between the Computer Technology, Computer Science, Administrative Data Processing and other users.

Processing of computer programs by Computer Center personnel for Computer Technology, Computer Science, Mechanical Engineering, Electrical Engineering and Education students.

Test scoring and analysis of True-False, Multiple Choice Test is available for tests taken on special mark sense cards with electrographic pencils.

Computer Center faculty are available for consultation to faculty who need assistance with computer related problems associated with their research.

Goals

During the 1967-69 Biennium, a third generation computer (IBM System 360 Model 20) was installed and linked to the large Lafayette system (CDC 6500). This equipment has become a valuable addition to the Calumet Campus providing additional computer capacity to all users and the opportunity for using high level compiler languages (i.e., COBOL, FORTRAN IV, etc.). However, since the installation of the linked system many inconsistencies between the objectives of the system and the requirements of the users at the Regional Campus have been noted.

In utilizing the CDC 6500 on one hand, "system performance" is almost entirely based on calculation speed alone. The merits of the system can approximately be evaluated by comparing calculating and memory speeds to that of other scientific systems. The need for high speed calculations are extremely limited due to the small amount of research being performed at the Regional Campus.

The largest computer user at the Calumet Campus is the Computer Technology Department whose objective is to provide for the need of computer personnel not only in the programming area but also in computer systems and commercial applications. In order that this objective is met, the faculty must maintain close contact with the types of computer configuration, operating systems and applications being used by business, industry and government. In commercial applications, computers are useful for their input/output abilities (i.e., printing, card reading, and punching, magnetic tape reading and writing, direct access storage device utilization, etc.) than for their computational speeds. Thus, our multiple-fold increase in central processor and memory speeds on the CDC 6500 may be of marginal value in light of the objectives of the program.

In the near future, a further expansion of the Computer Center activities and performance is envisioned. This expansion requires the installation of a new computer system that will provide:

1. COBOL compilation locally
2. Ability to have direct access to data stored locally without reference to Lafayette storage
3. A computer configuration comprising of peripheral equipment commonly found in commercial computer systems
4. An operating system which is similar to those found on the majority of computers in use today

PURDUE UNIVERSITY CALUMET CAMPUS

Office of the Associate Dean

ADMINISTRATIVE MEMORANDUM
No. 110
October 9, 1970

ESTABLISHMENT OF THE CALUMET CAMPUS COMPUTER PLANNING COMMITTEE

Growth and development in the use of computers for instruction, research, and administration at the Calumet Campus indicate the need for evaluation of the current status of our program and organized planning for the future. This memorandum establishes the Calumet Campus Computer Planning Committee with duties and responsibilities for:

1. Planning for equipment installation to satisfy both the long-range and immediate needs of all user groups including instructional, research, and administration.

2. Coordinating the use of facilities and equipment and to recommend priorities.

3. Reviewing long-range plans for curriculum development in Computer Sciences, Computer Technology, and other academic programs which utilize computer and data processing equipment.

4. Making recommendations for future development in those areas listed above and on others as appropriate.

The following individuals are hereby appointed and requested to serve as members of the Computer Planning Committee:

A. J. Adams	Associate Professor of Computer Technology
M. D. DeGraff	Assistant Dean for Student Services
E. E. Engle	Section Chairman, Industrial Management
R. L. Gonzales	Associate Professor of Electrical Engineering
C. R. Hutton	Professor of Construction Technology
D. R. Kurtz	Computer Center Manager
J. Maniotes	Section Chairman, Computer Technology
G. H. Newsom	Business Manager
P. E. Schmidt	Data Processing Manager
R. L. Yates	Assistant Dean for Academic Affairs
R. J. Combs	Associate Dean and Interim Chairman

Additional University staff will be called on for information and to act as consultants to the committee as various studies are initiated.

R. J. Combs
Associate Dean

ADMINISTRATIVE DATA PROCESSING

Data Processing activity began at the Calumet Campus during the fall semester 1963 when the associate degree program in Computer Technology was initiated. The first equipment was purchased with funds from Title VIII of the National Defense Education Act, matched by the University and was used primarily as a teaching laboratory for this curriculum. In 1966-67, the Administrative Data Processing unit was established following a decision to automate the enrollment process. A supervisor was employed and operations started using existing equipment. At the present time, the Data Processing unit is listing student schedules, assessing student fees, analyzing fees for the business office, and providing assistance to the registration officer, the admissions officer, and providing services for all major administrative officers to assist them in management activities and in the decision making process. During the 1968-69 academic year the staff consists of a data processing supervisor, programmer, secretary/technician, and keypunch operator.

Not long after the installation of the initial equipment, priorities for its use had to be established as requests for services by an increasing number of users made this necessary. Subsequently, a Computer Center was organized as an administratively separate unit to provide computer and unit record services for teaching, research, and administration. A quarter-time reduced load for an instructional staff member was provided to head the unit.

Organizationally, both the Computer Manager and the Data Processing Supervisor report to the Associate Dean. Technical guidance and assistance is received from the Coordinator of Regional Campus Systems Development and Data Processing. Priorities for computer usage and program development are established locally.

During the 1968-69 academic year a third generation computer was installed and linked to the large Lafayette system. This equipment has become a valuable addition to the Calumet Campus providing additional computer capacity for all users. This equipment, plus the IBM 360 and additional unit record equipment, has provided greater amounts of machine time for teaching the rapidly expanding computer technology program and has resulted in an upgrading of the curriculum. Students may now receive experience on machines that are being installed by industry, government and educational institutions. The Administrative Data Processing operation benefited because of the opportunity for using more powerful programming languages (which speeds up the development of programs for faster implementation of new systems) and larger storage capacity.

As we look to the future, some changes will have to be made to keep up with the increasing student population and demand for additional services by all users. At the present time, both the Compter Center and Administrative Data Processing unit are understaffed. Long range plans include provisions for additional staff, equipment, and funds to keep up with the increasing demands for services.

During the 1968 Summer Session, a new facility was provided for the data processing equipment which enables more students to use the various pieces at one time. During the 1969-71 biennium, a further expansion of Computer Center activities is envisioned. This expansion requires the installation of the IBM 360/Model 25, the employment of well-qualified programming and managerial personnel to keep the system running, the purchase of supplies so that student users will have the necessary punch cards and paper to process their classroom assignments, and the employment of students and other part-time persons to run the machines on a 24-hour basis.

The IBM 360/Model 25 was selected as the best machine for near future installation because it will provide additional basic

computing power locally, computer storage of data locally without referencing a Lafayette storage, an operating system which is idential to those used on the widely distributed IBM 260/ Models 30, 40, and 50 giving the students the opportunity to study this operating system, and a console typewriter which will facilitate communications with the Lafayette computer. Funds have been requested for personnel, equipment amd supplies as a part of our 1969-71 biennial request to the Indiana General Assembly to provide for this expansion.

During the next two years the activities of the Administrative Data Processing unit must be expanded to provide services for this growing camp s. It is anticipated that grade reporting operations now being provided at the Lafayette Campus will be transferred to the regional campus. Further development of data processing in order that all subsidiary needs for personnel information about students, about course enrollments, and enrollment projections will be available locally. Funds to support required new staff including a professional Systems Development Specialist, a Programmer Analyst, additional keypunch operators and wages for student help are in our 1969-71 biennial request.

At the present time, the Administrative Data Processing unit is quite well established and functioning efficiently. The Computer Center, although well conceived and organized, is in the embryo stage. However, a rapid development of this operation is anticipated and that the increasing demands for administrative services, academic program involvement and faculty research will be accommodated.

ADMINISTRATIVE DATA PROCESSING FUNCTIONS

Functions

This organization was established in 1966-67 with a decision to automate, at three of the regional campuses, the enrollment process. A supervisor was employed and operations started using the equipment that was also being used for the teaching program. The following page schematically represents the relationships of organization, responsibilities for service and supervision of operations.

Programs

Administrative Data Processing presently provides the following major applications:

1. Listing of students schedule in the enrollment process
2. Assessment of student fees
3. Analysis of fees for the Business Office
4. Producing enrollment reports in classes and by degree objective
5. Listings of class rosters, students enrolled, etc.
6. Producing automatically upon admission, offers of admission, counseling sheets and registration authorizations
7. Listings of fee deferments and remissions by sponsor and the invoicing of students with personal fee deferments
8. Producing the input for grade reports and official enrollment reporting by the Lafayette Campus

During the 1971-73 biennium, these activities must be expanded and improved to provide effective services for this growing dynamic campus. More students, more staff members, more classes, and more buildings require additional resources for Data Processing. Plans are presently underway to implement a detailed automated accounting system.

Goals

The goals of Administrative Data Processing are threefold:

1. To provide the managerial ability and technically competent personnel to develop and implement data processing applications
2. To assist the user groups, Admission, Registrar, Business Office, etc., with their processes in order to achieve an efficient flow of information and correct results from the Data Processing Systems
3. To make recommendations on new applications for data processing

These goals are a part of the over-all program that will promote the growth and development of these campuses as major institutions in the State.

OFFICE OF ADMISSIONS

The Calumet Campus Admissions Office functions as the primary passage-way for all prospective students desiring to avail themselves of the institution's degree granting programs, as well as for the dissemination of information relative to admissions to the high schools throughout the Calumet area.

The staff, consisting of one full-time admissions officer, a full-time secretary and two clerk-typists are engaged in providing two basic services. One, the processing of all applications for persons seeking enrollment in a degree program of studies. The processing of an application involves the determination of the applicants' academic eligibility, the applicants' legal residence and legal guardian, along with the collection of all information necessary to complete the application and finally, making the decision of either admitting, denying or postponing action. The efficient operation of the clerical staff is presently capable of managing the daily flow of applications and is able to inform the applicant of action taken within a two-three day period. However, with the increasing number of inquiries, additional clerical assistance is recommended beginning September 1968.

The second basic service rendered by this department is that of providing assistance to all individuals desiring information relative to admission requirements, procedures for processing applications, and course work available. The Admissions Officer visits each year, all fifty area high schools, and in addition, will cover approximately twenty-five college night programs. He also makes himself available to individuals in his office. The greater portion of his time is spent with this service.

A good working relationship exists between the Admissions Office and the area high school administrative and guidance personnel. This relationship has been developed over the years and enables the Admissions Officer to promote the "Purdue-Calumet" story

each year. Much credit for this is the result of the annual Admissions Dinner, an event that has been continued here for the past thirteen years.

Additional efforts have been expanded recently to project the services of this department into the community. Programs such as the Financial Aids Conference for parents of high school seniors held last November 7, and the College Career Day, held on March 23, has been developed in an effort to better inform the community. In addition, a Counselor Newsletter is distributed throughout the year to the area high school counselors.

Each academic advisor is provided a counseling sheet, along with a freshman data summary card for each student admitted to their respective academic area. The counseling sheet includes the students high school transcript of credits, test scores, class rank, and record of previous college course work, if taken. Other information is provided that enables the advisor to place the student in the proper sequence of math, English and science courses. The office also cooperates with the various departments in the development of promotional literature and brochures.

Currently, the evaluation of transcripts is not being performed on this campus. However, plans are underway to include this operation beginning July 1, 1969. The lack of this service causes a four to six week waiting period before transfer students are notified of their status or standing, and creates a hardship since the students are often required to complete a course selection card before an offical evaulation has been received from Lafayette. A job description for a new assistant Admissions officer has been submitted to the Assistant Dean for Student Services and includes the divisional responsibilities for the evaulation of transcripts for the transfer student.

The staff has been giving serious consideration toward the development of prediction tables that hopefully would estimate

the probable scholastic success for each applicant. This kind of information is becoming increasingly important when we consider the extreme range of differences existing between some of the high schools in this area. The number of part-time adult students being admitted each year justifies exploring different kinds of evaluative criteria. For example, to what degree can the probability of academic success be increased when the student is mature, vocationally motivated, and enrolled as a part-time student.

The addition of a full-time professional staff member assisting with admissions counseling, and supervising the transcript evaluation procedures, will greatly enhance the operation of this department and allow for a more complete admissions program.

UNIVERSITY COUNSELING CENTER
Purdue University
Calumet Campus

Purpose:

The University Counseling Center has three functions:

First, professional counseling and testing services are provided for Purdue-Calumet students and staff. Such services are described in more detail in later paragraphs.

Second, the University Counseling Center provides an opportunity for qualified trainees from various departments to participate in counseling under supervision and/or to observe counseling procedures. Such practicum training incorporates the existing Counseling and Guidance Practicum Center of the Department of Education and will also provide practicum experience for trainees in the Departments of Psychology, Communication (Speech Therapy), and (Psychiatric) Nursing as needs in these departments arise. Supervision of the practicum trainees is the responsibility of the respective departments with assistance from the University Counseling Center staff when requested.

A third function of the University Counseling Center is research. Such research may be concerned with counseling, departmental, or University-wide topics. Counselees may at times be given the opportunity to participate in research projects on a voluntary basis. Provisions will be made to insure confidentiality of records and to protect research participants.

Clientele

It is anticipated that most clients of the University Counseling Center will be Purdue-Calumet students and staff. These clients include undergraduate and graduate students as well as faculty, clerical, and maintenance staff.

In connection with the practicum training function of the University Counseling Center, members of the community may also receive the services of the Center. Clients from the community may come from area schools or community agencies, but the Counseling Center reserves the right to make final decisions as to whether the referral problem falls within the scope of its counseling services. In the event that the Center does not feel the referred individual can benefit from its services, it will make recommendations as to other sources which may better assist the individual in question.

Services Available:

Professional services will be provided to clients with problems of a personal, social, educational, or vocational nature. Such services include individual and group psychotherapy and/or counseling. To assist in the counseling process, testing facilities are also available. It is anticipated that most counseling contacts will be short-term and supportive in nature, although they are not restricted to such. Indeed, in some instances, long term psychotherapy may be undertaken.

It is also anticipated that most of the counseling contacts (at least during the interim period of the fall and spring semesters of 1970-71), will be on an individual basis. It is recommended that small-group counseling situations be established when the need arises and when adequate personnel are available at the University Counseling Center.

More specifically, the Purdue-Calumet University Counseling Center offers services in the following areas:

(1) Personal and Social Counseling

Individual counseling is available for a variety of problems which may cause personal distress or maladjustment. Such problems may include feelings of depression, inadequacy, or anxiety, difficulty in relating to other people or to one's family, drug abuse, and other personal or social problems.

(2) Vocational Counseling

The University Counseling Center provides career counseling for individuals who are dissatisfied with their present major in college and/or those individuals who have not clarified their immediate or long-range vocational goals. Aptitude, interest, and personality tests will be used in counseling situations if the counselor feels they are needed.

(3) Educational Counseling

The Counseling Center provides services for those clients who are experiencing difficulty in their academic work. Assistance is available in study techniques, scheduling of study time and other problems related to academic performance such as difficulties in concentration, text anxiety, lack of motivation, etc.

(4) Testing

The Professional Advisory Committee recommends that the Center offer a full range of tests, including interest, aptitude, and personality instruments. It is further recommended that a graduate assistant be employed to assist in the administration and record-keeping inherent in such testing services.

In the future all testing services (e.g. Graduate Record Exams, Readmissions Testing, etc.) offered by Purdue-Calumet should be centralized under the auspices of the University Counseling Center. This recommendation is contingent upon adequate staffing and should be implemented only when such personnel are made available to the Counseling Center.

(5) Crisis Intervention

With the assistance and cooperation of the Departments of Psychology, Sociology, and Education, the University Counseling Center is prepared to have on call professional persons prepared to offer immediate, supportive-type counseling to clients involved in crisis-like situations. Such professional help will be available Monday thru Friday from 10 A.M. to 5 P.M.

(6) Small-Group, Outreach-Counseling

It is recommended that the Counseling Center make available small-group counseling services for those students who feel they might profitably engage in such activities. When adequate counseling staff become available, an outreach program should also be implemented. Such a program could be designed to reach such target groups as students on academic probation, candidates for admission to the School of General Studies, and various minority groups who might profit from such small-group sessions.

(7) Referral Source

It is recognized that some members of the faculty and staff of Purdue-Calumet engage in counseling activities with students at various times during the academic year. The University Counseling Center is prepared to serve as a referral source for such faculty and staff members in the event that they encounter students with problems which call for skills beyond their own professional training. Referrals to the University Counseling Center can be most effective if accompanied by telephone calls or notes giving any information the faculty member might have.

Services Not Available:

The Professional Advisory Committee recommends that the University Counseling Center not offer the following services

(1) Academic Advising

Assistance relative to courses and curriculum to meet the degree requirements of the student's school and academic major is available from persons assigned by Purdue University

specifically to function as academic advisors. Such persons are better prepared to deal with matters directly affecting the student's academic progress than the Counseling Center staff. Therefore, the Counseling Center will not offer academic advisory services.

(2) Disciplinary Matters

The staff at the University Counseling Center should not be asked to function in a disciplinary capacity. Thus, excessive absences from class, "unsatisfactory behavior by students" and other disciplinary matters should not be the responsibility of the Counseling Center.

(3) Legal Advising

The University Counseling Center does not offer legal counseling to any of its clientele, although staff members may, at their discretion, offer suggestions relative to where such advice may be obtained.

(4) Financial Aid Advice

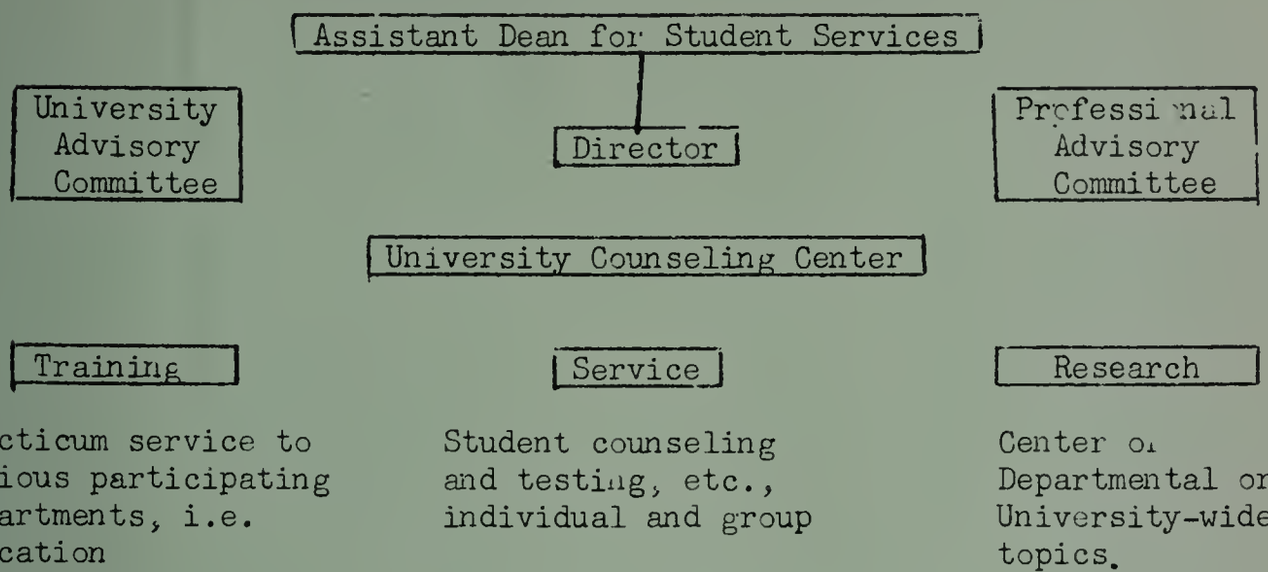
Financial aid and/or advice is available to students through other Purdue-Calumet offices. Therefore, the University Counseling Center does not offer financial aid services.

(5) Veterans' Affairs Counseling

The University Counseling Center does not offer services specifically related to benefits or financial assistance available to veterans. Such advice is available through other Purdue-Calumet offices. Veterans are, of course, eligible to receive any service of the University Counseling Center enumerated under the "Services Available" section of this manual if they are Purdue-Calumet students.

Organizational Structure and Affiliation

It is recommended that the University Counseling Center be organized in the following manner.



Notes

1. The "Professional Advisory Committee" will serve the function of Director during the interim period of the fall and spring semesters, 1970-71.

2. The Professional Advisory Committee will ordinarily be composed of University faculty or staff members participating directly in the service, training or research functions of the Center. For the "interim period" it is recommended that the following persons constitute the committee: Len Perkins, Sam Paravonian, Rose Ray, Dorothy Johnson and Chester Clapp.

3. It is recommended that the "University Advisory Committee" should be the Non-academic Counseling Committee of the Student Affairs Committee of the Council of Faculty Delegates.

4. In general the Director will develop and execute the necessary operating policies and procedures to adequately perform the missions of the Center. Such policies and practices will be developed in consultation with the Advisory Committees and the Dean.

Financing

It is recommended that the University Counseling Center be financed through three sources.

First, a student activity fee will be assessed to all Purdue-Calumet students. This fee will be assessed and paid as part of the regular fees paid by students each semester.

Second, special fees for services rendered will be collected from Purdue-Calumet faculty and staff members when they utilize the services of the University Counseling Center. During the interim period (fall and spring semesters of 1970-71) no fees will be collected from community clients who are recruited for practicum training counselors. The possibility of charging fees to community clientele will be reviewed by the Professional Advisory Committee periodically and may be changed in the future.

Third, it is recommended that the laboratory fee paid by students enrolled in practicum training courses be funneled into the University Counseling Center budget. It is anticipated that such fees will cover supplies and testing materials used in counseling and they might also cover salaries for student clerical help in the Counseling Center. They are not intended to cover salaries of University Counseling Center counselors and administrative personnel.

Record-keeping

Record-keeping is an important part of the Counseling Center. All counselors are responsible for writing a report of each interview. These reports will be placed in the case folder of each client. Case folders will be retained in the University Counseling Center and will be available to counselors. Adequate precautions will be taken by the person in charge of the case folders to see that they are made available only to authorized staff members of the University Counseling Center and to supervisors of practicum training counselors when necessary. Case folders should be returned to the central office file of the University Counseling Center as soon as possible. These folders will contain all written records as well as evaluations and test materials of clients and should be treated as highly confidential material.

Confidentiality

It is the policy of the University Counseling Center to regard all interview notes and records, test results, correspondence and other information related to clients as highly confidential. If case folders are removed from the central office of the University Counseling Center, they should be retained in a locked office or in the personal possession of the counselor. Counselors are responsible for insuring that any verbal discussion concerning counselees should occur in counseling offices (or in the practicum supervisor's office in the case of practicum training counselors). At no time should counselees be discussed in the reception area, in hallways, or any other semi-public or public area.

Since counselor-trainees are a function of the University Counseling Center, some interview sessions may be tape-recorded. Clients must, of course, be informed whenever their interviews are taped or when interviews are observed, and written permission must be obtained from clients for such procedures. Tape-recordings should be treated as highly confidential material, and counselors should take adequate precautions to protect their counselees.

No test results, information about interview material, or counselor evaluations will be released to other persons without the written consent of the counselee. In the case of referrals to practicum training counselors from area schools or community agencies, reports of test results will be sent to appropriate personnel if the counselee has no objection and if the practicum supervisor feels such reports are desirable.

Intake Procedure

During the interim period (fall and spring semesters of 1970-71) the practicum supervisors of the Department of Education will be responsible for determining whether community clientele can be adequately assisted by University Counseling Center Practicum Training Counselors. The University Counseling Center staff (Dr. C. D. Clapp and Dr. R. E. Ray), will be responsible for intake procedures for all other clients during the same interim period.

After the interim period and when additional personnel are made available, the University Counseling Center will be responsible for all intake procedures and for assignment of case loads to counselors.

1/7/71
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SUMMARY REPORT OF PRACTICUM

The Practicum in Counseling and Guidance (ED 613) was offered for the first time at the Calumet Campus during the Summer Session 1970. At least one section, with a limited enrollment of 5 to 6 counselor trainees, has been scheduled every semester since then. Two sections are planned for both the Summer and Fall of 1971. Supervision and instruction is provided by Dorothy Johnson, Bill Giddings, or Sam Paravonian on an assigned basis. For example, Dorothy and Sam will supervise the students during the summer, and Dorothy and Bill during the fall.

Many of our practices and procedures are based upon suggestions and comments made by area counselors during a workshop almost a year ago. For example, a combination of in-school and "center" experiences was strongly recommended by the counselors. Therefore, such experiences were provided with the cooperation of area schools. We plan to continue to provide such a variety of experiences. In order to provide a variety of counseling experiences to our counselor trainees, we need referrals from area schools. We would appreciate your cooperation. Referral forms may be used, but if not available, the student may call Sam's office for an appointment. Of course, written reports are mailed to schools from which students are referred.

The following is a brief summary of the practicum activities and counseling referrals.

Counselor Trainees	Summer 1970	Fall 1970
	10 (2 sections	5
Counselor Trainee Activity in Reported hours - Means		
Contact hours	36 hours	68 hours
Case Conferences	21	32
Record Keeping	79	87
Self Evaluation	14	56
Materials Evaluation	23	25
Descriptive Summary of Counselees		
Sex		
Male	48	23
Female	26	13
TOTAL	74	36
Grade Level		
Elementary	2	2
Junior High	1	2
Ninth	5	0
Tenth	7	0
Eleventh	20	4
Twelfth	25	11
High School Grads and Adults	5	2
Purdue-Calumet Undergraduates	7	14
Grad Students	2	1
TOTAL	74	36

Referred by (or school)

	Summer 1970	Fall 1970
Miller Elementary	1	0
Porter Elementary	1	0
Wright Junior High	1	0
Munster	12	0
Gavit	16	2
Andrean	5	12
Bishop Noll	14	0
Hammond High	1	0
Washington (E.C.)	1	0
Highland	1	0
Hammond Clark	1	0
T. F. South	1	0
Rich Central	2	0
Homewood-Flossmoor	2	0
PUCC	8	2
IU	1	0
Parents	1	0
Self	5	17
TOTAL	74	36

Number of Interviews	No. Cases	Contacts	No. Cases	Contacts
11	0	0	2	22
7	1	7	1	0
6	3	18	3	18
5	8	40	3	18
4	18	72	9	36
3	26	78	10	30
2	13	26	6	12
1	5	5	2	2
TOTAL	74	246	36	140

OFFICE OF STUDENT AFFAIRS AND GUIDANCE

The position of Student Affairs and Guidance Officer has been in existence at the Calumet Campus for ten years. Because of the nature and the scope of responsibility entailed in the position, on another campus of comparable size the position would ordinarily be identified as that of the Dean of Students, Dean of Student Affairs, or Dean of Student Personnel.

The office is locally charged with the overall administrative development and direction of the programs within the department of Student Affairs and the direct supervision of such student personnel services as student activities, student government and organizations, financial aids, placement, non-academic counseling, facilities, health service and insurance, discipline, and programming. At the same time the Student Affairs Office is an adjunct of several departments on the parent campus, namely: the Offices of the Dean of Men and Women, the Division of Financial Aids, and the University Placement Service. In matters of overall University policy, the Student Affairs Officer maintains a close personal consultive relationship with the Dean of Men, the Dean of Women, the Director of Financial Aids, and the Director of Placement either directly or through the Administrative Dean for Student Services of the Regional Campus Administration. Monthly meetings are held with counterparts at other regional campuses to discuss mutual problems and make recommendations for the institution of or change of policy.

One of the advantages of having a small student body has been the comparatively close relationship established among and between administrators, faculty, and students. The resulting ease in communication between groups and individuals has resulted generally in an ability to discuss local problems face to face and to work out solutions in an atmosphere of reason and compromise. Despite the fact that the student body has many of the disadvantages of a commuter group, there has been a decided tendency towards

cohesiveness and an identification of itself as an entity. The recent addition of the third and fourth years to the curricula has produced a continuity in student life heretofore generally lacking. Older and more experienced members of the junior and senior classes, while still comparatively few in number, have given a sense of direction and some maturity to the student body as a whole. Many students who have transferred their enrollments to the parent campus or elsewhere have returned to say that they sorely missed the relationships established at the Calumet Campus which far overshadowed other drawbacks not experienced at their new locales. We will make every attempt to maintain and to strengthen the community spirit and commonality of interests so important to the student.

Our rate of growth has not been matched by an expansion of facilities nor the acquisition of the professional personnel necessary to carry out comprehensively the breadth and depth of the mission of the Student Affairs and Guidance Department. There are few rooms for club meetings; no public rooms truly suitable for dances, for productions, or any events considered a part of student life; and there has been an insufficiency of funds available to offer an acceptable program of cultural, social and recreational activity even if the facilities existed.

The professional staff was increased in 1968 by the addition of an administrative assistant. The administration of such student personnel services as career guidance, and personal counseling, placement, financial aids and direction of student organizations and activities may now be given more individual attention. While this is a step in the right direction, there still will be a certain lack of depth to some of the programs for a few years more until more staff is added.

Plans are now being made and implemented to overcome our shortcomings. A new student faculty center, scheduled to open in 1971, is now on the drawing boards and funds have been allocated to assure its completion. It will provide food service facilities,

lounges, recreational areas, student offices, meeting rooms, and activity rooms as well as a multi-purpose auditorium with stage facilities. An increase in activity fees approved as of September 1, 1968, will provide the necessary funds to provide the program for the building and campus-wide student activities in general. Office space for personnel administrators who will act as counselors, advisors, and directors will offer the proper atmosphere for an effective and comprehensive program of service for students and require less dependence on the parent campus in each succeeding year. Beginning with the 1969-71 biennium, professional personnel requested to fill out the student affairs staff will include: a counselor, a director and assistant director of activities, two school nurses, and other counseling personnel.

With the addition of personnel and facilities, it is felt that most of our major deficiencies will be overcome and that the Calumet Campus will rank high in comparison with similar institutions.

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 171
July 1, 1969

EXTENDED AUTHORITY TO FINANCIAL AIDS OFFICER AT REGIONAL CAMPUSES

During FY 1968-69 a financial aids and placement officer was employed at three of the four regional campuses of Purdue University. At the North Central Campus these functions were assigned to the Student Services Officer. In the past year the Division of Financial Aid (Lafayette) has enabled and encouraged regional campus personnel to assume responsibility for basic aspects of the financial aid programs at the local level. The competence and interest shown by regional campus personnel with regard to the basic functions has prompted the Division of Financial Aid (Lafayette) to extend an even greater delegation of authority to the regional campuses during the coming year.

Effective July 1, 1969, with the concurrence of the Vice President for Student Services and the Vice President for Regional Campus Administration, the following delegations of authority are made to individual regional campus personnel:

A. Outside Awards. Responsibility for receipt, acknowledgement, deposit and payment of outside awards (aid to specified regional campus students from outside agencies) is delegated to each regional campus. Procedures for handling these awards are outlined in a separate Division of Financial Aid memo.

B. University Sponsored Fee Remissions. Responsibility for awarding University sponsored fee remission scholarships and grants is delegated to each regional campus financial aid officer. Remissions included in this authority are:

1. Children of Disabled Veterans Benefits
2. Special Merit Scholarships
3. University Merit Scholarships
4. State Scholarship Fee Remissions (not State Scholarship Commission Awards). These remissions are authorized by the State Legislature to be made available at each state institution.

All of these remissions involve the general service portion of University Fees for resident students. The Special Merit and University Merit scholarships

may also involve the remittance of non-resident tuition. All forms of remission, except the Child of Disabled Veteran benefits, will be provided according to annual quotas established jointly by the Division of Financial Aid and the Vice President for Regional Campus Administration. These remissions, having a value of $13.00 per credit hour beginning September, 1969, will be charged against the student fee income at the respective regional campus.

C. State Scholarship Commission. Each regional campus is hereby delegated the authority to deal directly with the State Scholarship Commission of Indiana with regard to (1) certification of eligibility, (2) making necessary reports of aid received, (3) reconciling stipend amounts, and (4) providing the necessary billing to the Commission.

D. Federal Financial Aid Funds Request. Each regional campus will prepare its own request for federal financial aid funds which will be submitted for review by the Division of Financial Aid and by the Vice President for Regional Campus Administration. Agreed upon amounts will be merged with Lafayette Campus data into a total University request to the federal government. After federal allocations are known, the University's share will then be apportioned between the participating campuses, with each bearing a proportional amount of any reduction from the original request. This will be done in anticipation of the regional campuses being in a position to directly award federal aid resources on a delegated basis for the 1970-71 fiscal year, either through accounting procedures or separate accounts. Individual campus allocations will be flexible, in that underutilization on one campus will be used to offset greater demands on another campus as circumstances warrant.

Upon issuance of this memorandum, the Division of Financial Aid (Lafayette Campus) will finalize the necessary procedural arrangements in conjunction with the appropriate business offices and regional campus administration personnel.

L. O. Nelson, Administrative Dean
for Student Services

DATA FORM H - 1968-69

NOTE: An institutional document or report which provides comparable data may be substituted for this data form.

LIBRARY

Number of books and bound periodicals included in your library system. Specify according to the system in use in your institution, e.g., Dewey Decimal System or Library of Congress. Report separately for units that have separate facilities, e.g., law, education.

Method of Classification	Main Library	Department or College or Division	Department	Department	Department	TOTAL SYSTEM
Dewey	41,501					41,501
TOTAL						

Number of periodicals to which institution currently subscribes, excluding government documents 696.

NOTE: An institutional document or report which provides comparable data may be substituted for this data form.

LIBRARY

Full-time professional library staff (exclude student assistants)

1968-69

Name	Title or Area of Responsibility	Salary for this Year	Months of Work Required	Highest Degree, or Extent of Training, in Library Science	Non-Library Science Degrees Held
Bernard H. Holicky	Head Librarian	11,000	12	M.S.L.S. 9 yrs.of library experience	A.B.
Karen M. Corey	Reference Asst. Jr. Librarian	6,000	12	5 yrs. of library experience	A.B.
Paula K. McHugh	Reference Asst. Jr. Librarian	5,500	12	1 yr. of library experience	A.B.

NOTE: If any of these persons serve part-time in the library, please explain below.

STUDENT HEALTH CENTER

The Student Health Center opened in September, 1970 at the Purdue Calumet Campus. The Health Center is to serve the students, full and part-time, as well as the staff.

Our staff includes one registered nurse and the Whiting Clinic physicians. Dr. F. R. LaFollette is the chief physician in charge of the Health Center at the Calumet Campus.

Prior to opening the Student Health Center, visitations were made to other commuter colleges in Chicago - Roosevelt, Circle Campus and DePaul - to see the facilities needed to open here. In comparison, Purdue has given adequate space and equipment to enable the Student Health Center to function to its fullest capacity at the present time. Three beds are available to ill students that require a minimum amount of care. The beds, at this time, may also be used by a student who is working long hours and just needs to rest. The Health Center is also equipped to care for minor injuries incurred while on campus. The Safety and Security Department offers much assistance, when needed, to transport a patient to the Whiting Clinic or when the city ambulance is needed. The Hammond Fire Department is our main source of transportation for the patient requiring urgent medical treatment. They will go to either St. Margaret's or St. Catherine's Hospital. If the patient is able to make a preference he is allowed to, if not, he is taken to St. Catherine's Hospital as all of the Whiting Clinic physicians are on staff there. It is of utmost importance to the patient that he receive the earliest medical attention possible. If, for any reason, a patient requests to be sent to another hospital than the two mentioned above, a private ambulance should be called at the patient's own expense. Any medical expenses incurred by a student, or staff at PUCC is to be paid by the patient.

Five hundred thirty-two students were seen in the Student Health Center requiring minor medical attention. One hundred ten

tuberculin intra-dermal skin tests for students observing or student teaching in the public school system were administered.

Four ambulance calls were made this year, three to St. Catherine's Hospital and one to St. Margaret's. Six students were sent to the Whiting Clinic for treatment.

A health display was exhibited during the Annual Open House in April to help make the public more aware of services offered in the community.

During the next year, it is hoped to increase the functions of the Health Center by:

1. Educating students that do not have any type of medical insurance to the importance of having some - e.g., student insurance offered by Purdue University at reasonable rates on either individual or family policies.
2. Do all physical examinations on the athletes in the Health Center. These are presently being done at the Armory.
3. Teach interested employees and students basic first aid and safety techniques.
4. Be able to have a more direct route for referral of of students in need of counseling.

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 205
October 26, 1970

PROCEDURAL CHANGES FOR DROPPING
REGIONAL CAMPUS STUDENTS ON ACADEMIC PROBATION*

The recently authorized readmission fee has raised the issue of whether or not a student on probation should always be dropped by the University simply because his index falls below a fixed point. As currently programmed, the computer cannot take into consideration such questions as:

1. Should this student have been classified as a temporary student to whom the probation and graduation standards do not apply?
   a. Was the student taking a course or two for personal use only?
   b. Does the student want to get a degree someday but is not in a position at this time to take more than one or two courses a semester?
2. Has a recent review of the student's record been made?
   a. Should the semester classification be lowered?
   b. Should courses which do not apply be eliminated?
3. Has a school change been made, and has the student's graduation index been re-computed?
4. If a student was a re-entry at the beginning of the semester, was a record review made at that time to eliminate courses no longer applicable?
5. Should the student who has attained a low graduation index and who is now on probation or has been dropped and re-admitted and who now receives an "A" grade in the one course he is taking be dropped because of graduation index requirements?

*This document is issued with the concurrence of the Registrar and the Director of Admissions of the University.

6. Should the student be dropped who receives an "O" in twelve hours and receives an "F" in three hours?

7. Should the student be dropped who receives a "W" in twelve hours and receives an "F" in three hours?

Current mechanized procedures normally lead to the dropping of students in the cases cited above. Dropping students in these instances sometimes violates the "spirit" if not the "letter" of the pertinent academic regulations (see Purdue University Bulletin, Student Handbook, Lafayette, Indiana 1970-71, pages 10-41). In order to better implement the intent of the Faculty and to guarantee equitable and fair treatment to every student, the following changes will become effective as of this date.

The Probation Review Committee

Each Regional Campus Dean is requested and directed to appoint an administrative committee to be known as the Probation Review Committee. This committee is empowered:

- To review, in keeping with University regulations, the cases of all students that are "nominated by the computer" to be dropped at the end of each semester.
- To recommend to the Registrar those students who in the judgment of the Committee should not be dropped.

The membership of each Regional Campus committee shall include the following persons or their designees:

- Registration Officer
- Admissions Officer
- Dean and Director
- Section Chairman, academic counselor, Assistant Dean for Academic Affairs, or other person representing the school or curriculum in which the student is enrolled.

Final Disposition

In all instances, the final disposition of the case will be made by the University Registrar after considering the Committee's recommendation in keeping with the approved graduation and probation standards.

Procedures

The following procedures will apply:

a. The Lafayette Registration Data Processing Unit will run the tentative drop list as the first order of business following the completion of grade reports for the Regional Campus Registration Officer.

b. The list, once compiled, will be transmitted at once via personal pickup by the Regional Campus Registration Officer who will make it available to the Probation Review Committee.

c. The Probation Review Committee will review each case and make its recommendations to the University Registrar via the Campus Registration Officer.

d. The University Registrar will consider the Committee's recommendations in the light of approved graduation and probation standards and make the decision in each case.

e. The Registrar will authorize notification of the student regarding his status.

C. H. Lawshe, Vice President
for Regional Campus Administration

PURDUE UNIVERSITY
LAFAYETTE, INDIANA
Office of the President

1 April 1969

EXECUTIVE MEMORANDUM No. A-289
(Supersedes Executive Memorandum No. A-267)

To: Deans, Directors, and Heads of Schools, Divisions, Departments, and Offices

Subject: Delegation of Administrative Authority and Responsibility to Members of the Staff of the Office of the President

A. The following specific assignments of administrative authority and responsibility are hereby delegated to each member of the staff of the Office of the President to assist and act for the President.

I — VICE PRESIDENT AND TREASURER

a) For the University:

1) Serve as chief financial and business officer with the authority to perform the duties usually attached to that office and as may be prescribed by law, the Board of Trustees, or the Bylaws of The Trustees of Purdue University.

2) Receive, take charge of, and—under the direction of the Board of Trustees—manage all securities, properties, and funds, including trust funds, belonging to the University—as required by statute.

3) Supervise and have responsibility for:

(a) All business and financial affairs, including receipt of all moneys, maintenance of books of accounts, accounting procedures, preparation and control of all budgets and purchasing.

(b) Recruiting, testing, wage administration, employee relations and training of clerical and service personnel of the University and the approval of financial transactions and payroll forms related thereto.

(c) Contract administration.

(d) Edward C. Elliott Hall of Music, Loeb Playhouse, and Slayter Center of Performing Arts.

(e) Physical plant.

(f) University Residences (including nonacademic student counseling programs within these residences).

(g) Purdue Memorial Union (including nonacademic student counseling programs within this area).

(h) University Airport and service enterprises.

(i) Internal audit.

(j) Planning and financing of University buildings and facilities.

(k) Legal and legislative affairs.

(l) Financial relationships with affiliated corporations.

(m) Emergency operations.

II — VICE PRESIDENT FOR ACADEMIC AFFAIRS

a) For the University:

1) Serve as chief academic officer with the authority to assist the academic deans in the development of their staffs and programs, to work with the members of the University Senate to aid in carrying out University Senate programs, and to assist individual faculty

members by giving aid and/or advice in solving their academic problems.

2) Have responsibility for action on applications for permission to engage in outside activities.

3) Serve as chairman pro tem of the Faculty and the University Senate and as chairman of the Council of Deans, Committee on Faculty Promotions, and Computer Policy Committee.

b) For the Lafayette Campus:

1) Supervise and have responsibility for:

(a) Academic programs.

(b) Approval of requests for sabbatical leave of absence for instructional and research staffs.

(c) Approval of payroll changes and employment contracts for academic and administrative appointments of all academic staff.

(d) University libraries.

(e) Space utilization.

(f) Audio-Visual Center, Television Unit, including production and closed circuit distribution.

(g) Continuing education programs, noncredit, including administration of the Division of Conferences and Continuation Services, Life Insurance Marketing Institute, and Radio Station WBAA.

(h) Other committees in academic areas not included under other assignments, such as the Committee on Standards in English.

III — VICE PRESIDENT FOR RESEARCH AND DEAN OF THE GRADUATE SCHOOL

a) For the University:

1) Serve as chief research and graduate programs officer with the authority to administer all matters relating to research assistance and support provided through the Purdue Research Foundation.

2) Supervise and have responsibility for:

(a) Graduate research and education.

(b) Administration of the graduate fellowship program.

(c) Selection and appointment of all classes of graduate assistants and of instructors who are working toward degrees from Purdue University and the approval of payroll forms related thereto.

3) Serve as chairman of the Graduate Council.

IV — VICE PRESIDENT FOR STUDENT SERVICES

a) For the University:

1) Serve as chief administrative officer for policies, practices, and procedures for admission and registration of students, student financial aids, student affairs, with the exception of the University Residences and Purdue Memorial Union, and the Offices of the Dean of Men and Dean of Women.

b) For the Lafayette Campus:

1) Supervise and have responsibility for:

(a) Student scheduling.

(b) Intercollegiate and intramural athletics.

(c) Placement services for students.

(d) Student counseling, with the exception of the University Residences and the Purdue Memorial Union.

(e) Academic counseling programs, in cooperation with the deans.

(f) Armed Services college programs.

(g) Student Health Center.

(h) Commencement, Convocations and Public Lectures Programs.

(i) Musical Organizations and University Bands.

(j) Speech and forensic activities.

(k) Examination and testing programs.

(l) Measurement and Research Center.

(m) Alumni relations.

V — VICE PRESIDENT FOR REGIONAL CAMPUS ADMINISTRATION

a) For the University:

1) Serve as chief administrative officer for the regional campuses and related activities for extension classes—credit and noncredit—excluding such offerings as those now under the jurisdiction of the Cooperative Extension Service.

2) Administer inter-institutional educational programs conducted in cooperation with other public and private institutions in the State of Indiana, such as the "guest-host" program, The Eastern Indiana Center, and the Evansville Center for Advanced Studies.

3) Administer, in coordination with the Vice President for Academic Affairs, the network distribution of television programs (a) between Purdue University campuses, (b) between the University and other public and private institutions, and (c) between the University and other outlets or originating agencies.

b) For the Regional Campuses:

1) Supervise and be responsible for:

(a) Regional campus administration.

(b) Continuing education.

(c) Space utilization.

2) Serve as a member of the Regional Campus Coordinating Committee.

3) Have primary jurisdiction in the regional campuses, in coordination with the Vice President for Academic Affairs, for:

(a) Libraries.

(b) Approval of requests for sabbatical leave.

4) Have primary jurisdiction in the regional campuses, in coordination with the Vice President for Student Services, for:

(a) Student services.

(b) Intercollegiate and intramural athletics.

VI — EXECUTIVE ASSISTANT TO THE PRESIDENT

a) For the University:

1) Supervise and have responsibility for:

(a) Policies and procedures for public relations, inter-institutional relations, and public service.

(b) Action on requests for authority to travel out of State on University business and the approval of forms related thereto.

(c) Institutional cost studies.

(d) Service reports.

2) Serve as the Purdue University representative to the Committee on Institutional Cooperation.

b) For the Lafayette Campus:

1) Supervise and have responsibility for:

(a) University News Service.

(b) Office of the University Editor.

B. The following general assignments of administrative authority and responsibility are delegated to each member of the staff of the Office of the President for his specific area of administrative jurisdiction:

I. Plan, organize, develop, select personnel, and operate programs and activities.

II. Prepare and administer budgets in accordance with instructions and controls established by statute and by the President of the University.

III. Select, appoint, and promote administrative, instructional, research, and extension personnel (exclusive of graduate student staff), and approve travel reimbursement forms and payroll forms related thereto.

IV. Act on requests for leaves of absence from campus duty, with the exception of requests for sabbatical leave of absence, and approve forms related thereto.

V. Act on requests for authority to travel within the State of Indiana on University business and approve forms related thereto.

VI. Review and recommend, jointly with the Vice President and Treasurer, for consideration and action by the President of the University and the Board of Trustees, all proposals for new programs or major revisions in existing programs which require:

a) New budgetary allotments and commitments.

b) Additional personnel.

c) New facilities and/or equipment.

C. In all instances, administration and approvals shall be in accordance with existing laws, policies, and regulations of the University as set forth in the Indiana statutes, the University Code, the Business Procedure Manual, and the bylaws and actions of The Trustees of Purdue University. Deviation from these policies will require advance written approval by the President of the University.

D. Any changes, temporary or permanent, in delegation of document approval responsibility to members of the staff of the Office of the President as set forth in this Executive Memorandum must have advance written approval by the President of the University.

Frederick L. Hovde
President

THE PROPOSED LONG RANGE DEVELOPMENT OF THE REGIONAL CAMPUS BUSINESS FUNCTIONS

INTRODUCTION

Since their inception almost 30 years ago as extension centers, the Regional Campuses have been managed by a highly centralized system, with respect to both the academic functions and the business functions. Originally, the Business Office function consisted primarily of providing a cashier service for the collection of student fees. Management of the Physical Plants at the various Regional Campuses has remained centralized at the Lafayette Campus. Even the academic decision-making for the various Regional Campuses has been highly controlled from the Lafayette Campus, up to the present.

Now that the Regional Campuses are embarking on a period of very rapid growth which will carry them into the category of major institutions in and of themselves, a highly centralized philosophy of management is no longer appropriate. This has been recognized by both the Business Office and the Academic administrators involved. Both are presently working on plans to decentralize.

The problem with which we are primarily concerned is the development of a system of management which will provide the most efficient and effective mechanism for employees of the Business Office to carry out the role of the Business Office on Regional Campuses in a way which is most beneficial to the Purdue University State-wide system. In planning the long range development of the Business Office in Regional Campuses it is important to review the Business Office development on the Lafayette Campus. Certainly, there are differences which must be considered, however, there are also many likenesses which should be recognized.

The definition of the Business Office as it is used here includes operation of the Physical Plant, the Residence Halls, the Student Union, and the Service Enterprises in addition to the functions of Comptrollership, Purchasing, Personnel and Contract Administration. These functions have always been the responsibility of the Chief Business Officer on the Lafayette Campus. Consequently, the President has always had but one man to hold responsible for the performance of these functions. It would be my observation that this particular arrangement has worked well over the years. Purdue's Residence Halls and Student Union have a very sound financial record which is the envy of many schools. Purdue's Physical Plant is extremely well maintained and is the subject of many compliments from visitors. Likewise, our other Business Office functions enjoy a wide reputation because of their good management.

To be sure much of the credit for this past success goes to the specific men who were and are involved. However, I would add that the organizational structure has had its effect. In addition, I would point out that the current organizational structure has endured over the years and has gone through many minor modifications, but still remains essentially unchanged in its basic principles.

No organization can or should remain completely unchanged or unmodified for a long period of time because conditions and situations are constantly changing. These changes necessitate adjustments in the organizational structure in order to maintain the most effective and efficient organization. Particularly as an organization becomes larger, the specifics of the organizational structure become more important because more people are involved. And it is through the organizational structure that their efforts are coordinated and managed in such a way that they are directed in an orderly manner toward accomplishment of the general goals of the organization.

Thus it seems quite clear that at this point in time rather than to develop one specific detailed organizational structure for the Regional Campuses, it makes more sense to develop a basic of organizational structure which

can be modified in an evolutionary fashion over a finite period of time.

The role of the Business Office, in either a centralized or decentralized system of management, is to provide: (1) financial and business related services, and (2) to establish and administer adequate controls to insure prudent management and fiscal responsibility. There are both Statutory and Board of Trustee Bylaws which govern the Business Office functions and responsibilities. For example, the last two paragraphs of Article III, Section 7 of the Bylaws of The Trustees of Purdue University reads as follows:

> "Under the general supervision of the President of the University and in accordance with the policies of the Board, the Treasurer shall be responsible for the maintenance of proper books of account and accounting procedures, the preparation of the University budget and budgetary control, the purchasing of all items of equipment and supply, the employment of all clerical and service personnel, the supervision of the business and financial affairs of the Edward C. Elliott Hall of Music, Loeb Theatre, the Purdue Memorial Union, all residence halls and other housing facilities, all auxiliary and service enterprises, and the planning, development, maintenance and operation of the physical plant of the University.
>
> The Treasurer, or a representative duly authorized by him, shall examine, approve and sign the written instruments requiring his approval as provided in Article VI. He shall have the authority and perform the duties usually attached to his office and as may be prescribed by law, the Board, or these Bylaws."

THE PROPOSED PLAN OF MANAGEMENT OF THE BUSINESS OFFICE FUNCTIONS FOR PURDUE UNIVERSITY STATE-WIDE SYSTEM

Basic Organizational and Operating Philosophies - Regional Campuses

Basically the plan is to decentralize all business functions under the supervision of the Vice President and Treasurer (with the exception of Internal Audit, supervision of new construction, and Planning and Engineering) such that the day to day operations are the responsibility of Business Office administrators located in each of the Regional Campuses. Tantamount to the plan is the establishment of a chief business officer at each of the Regional Campuses with a clear definition of his areas of responsibility. Next, capable staff members must be recruited and trained for each of the Regional Campuses to provide the chief business officer who is called the Business Administrator, with the necessary manpower to carry out a decentralized operation. While the first staff members added will necessarily have to assume multi-function responsibilities it will be possible as the organization grows to carry out specialization by function, soon reaching a point that each staff member is responsible for but one function. This specialization will take place at different rates at each of the Regional Campuses. There is not currently sufficient work load in several of these functions to require one man's full time attention. As we specialize, people can be assigned to specific functions for which their talents, training, and background make them best suited. The Business Office functions which we are concerned with are listed on Exhibit A. Exhibit B shows a proposed organization chart.

Concurrently, new decentralized operating philosophies must be developed both on the Lafayette Campus and at each of the Regional Campuses. The cognizant department heads on the Lafayette Campus must assume a new role with respect to Business Office operations on the Regional Campuses. It will be their specific responsibility to establish broad operating policies for the total Purdue University State-wide system. These same department heads must

delegate responsibility and authority for the day to day operations on the Regional Campuses and must substitute an audit function to insure that policies are being carried out. They will work directly with those responsible for the particular function at the Regional Campus. However, if policies are not being followed it will be the final responsibility of the chief business officer (Business Administrator) at that particular Regional Campus to take the appropriate action to assure that policies and procedures are followed. If there appears to be reason to change policies or procedures to meet the needs of the Regional Campus, recommendations will be made to the area of the central business office responsible for the particular function. The Business Office on the Lafayette Campus will continue for some time in the future to provide certain business services such as payroll, State-wide purchases, accounting, and so forth. However, it will be the responsibility of the Business Administrator of each of the Regional Campuses to see that these services are provided in the quantity and quality which is necessary for the operation of his campus.

The chief business officer (Business Administrator) on each of the Regional Campuses will be serving two masters: (1) the Central Business Office, and (2) his Dean. On the other hand, the other members of the Business Office staff at each of the Regional Campuses will report directly to and be under the supervision and control of the Business Administrator at that Regional Campus only. However, each staff member as he becomes responsible for specific functions will also have a "dotted line" relationship with the Business Office administrator on the Lafayette Campus who is responsible for that particular function on a State-wide basis. For example, a man who is assigned the purchasing function at one of the Regional Campuses would work directly for the Business Administrator of his Regional Campus. However, he would operate

under policies and procedures established by the Purchasing Agent on the Lafayette Campus who is also the Purchasing Agent for the Purdue University's State-wide system. On matters of compensation, the Business Administrator at a Regional Campus will consult with the Purchasing Agent on the Lafayette Campus, since compensation should be coordinated throughout the whole system. In addition, the Purchasing Agent in Lafayette could recommend changes in personnel in the Regional Campuses within the purchasing function and/or transfers or promotions to the Lafayette Campus. However, this should be coordinated with the Business Administrator and worked out on a rational basis for the good of the total Purdue University system.

While the Business Administrator is on the staff of the Business Office, it is his responsibility to provide all of the business services that his Dean requests, within University policy. His success as a Business Administrator will be judged by the Business Office based in substantial part upon how well he satisfies the Dean's request for business services, in addition to how well he carries out his responsibilities to the Business Office in terms of providing the necessary fiscal controls and prudent management. The Business Administrator should think of himself as part of the Dean's total management team. The fact that the Business Administrator is not on the Dean's budget means that the Dean does not have total control over him, and I think that this is as it should be, currently at least. I would point out that while the Vice President and Treasurer is most certainly a part of the President's top management team, as Treasurer he is directly responsible to the President of The Board of Trustees. As far as I know, this particular situation has not caused undue difficulty in the management of the Lafayette Campus of Purdue University.

The Dean may expect his Business Administrator to react to his requests just as if he were an employee of the Dean, except that requests involving business services which are contrary to University policy cannot be honored. If the Dean wishes to take exception to University policy, he and/or the Business Administrator must submit the request for exception to Lafayette for approval.

PLAN FOR IMPLEMENTATION

Implementation of the total proposed plan is scheduled over a three year period -- 1967 to 1970. It is necessary to take this long to implement the plan primarily because of the lack of existing trained Business Office personnel with which to staff these Regional Campus Business Office positions.

Actually the process of implementation should take place along two parallel lines. First, decentralization of the functions for which the Business Manager is responsible has already been started. This process should continue until it reaches complete decentralization as quickly as possible. Concurrently, the operations of the Regional Campus Physical Plants which are currently the responsibility of the Director of Physical Plant on the Lafayette Campus should continue their process of decentralization, also as quickly as possible. No later than 30 June 1970 responsibility for the operation of the Regional Campus Physical Plants should be transferred to the Business Administrator at each of the Regional Campuses. In the meantime as the Student Union and Service Enterprise functions emerge they should be made a responsibility offf the Business Administrator on each of the Regional Campuses from the very beginning. Now let me discuss each of these processes of decentralization in more detail below.

Proposed Plan for the Management of the Areas for Which the Business Manager is Responsible

Currently the Business Office staff consists of only the Business Administrator at each of the Regional Campuses. However, a request has been submitted and approved to add an additional administrative staff member at each of the three larger Regional Campuses as quickly as possible.

This second Business Office administrator will be assigned the functions of the "Chief Accountant", "Bursar", and "Student Finance" for his campus. The third Business Office administrator will be responsible for performing the functions of Purchasing, Personnel, and Continuing Education (fiscal only). Then, as the fourth, fifth, and sixth positions are added, specialization by function will take place, and the job assignments of the earlier positions will be reorganized, finally reaching a point where each of the Business Office administrators has but one function assigned to him.

It is recognized that some of these functions are not on the surface logical ones to combine. However, on a temporary basis, provided we select well qualified people, I think that they will be able to do a good job in each of the diverse functions. As we specialize, people can be assigned to the specific function where their talents, training,and background make them best suited.

It is anticipated that all of the functions for which the Business Manager is assigned responsibility will be covered by at least part of one man's time at each of the Regional Campuses by the end of the 1967-68 fiscal year. This will involve adding three additional administrative staff members at each of the three larger Regional Campuses.

Note: The use of titles for Regional Campus Business Office positions is meant to be descriptive only at this time. Actual titles will be mutually agreed upon at sometime in the near future.

The Proposed Plan for the Management of Regional Campus Physical Plant Operations

Currently, the responsibility for the total management of the Physical Plant operations at Regional Campuses, with the exception of janitorial services, is vested in the Director of Physical Plant at the Lafayette Campus. However, just recently he has begun to change his operations toward a more decentralized philosophy. It is proposed that the Director of the Physical Plant continue decentralizing his operation by establishing a "Superintendent of Physical Plant" at each Regional Campus who would report directly to him, but would also report to the Dean of the Regional Campus just as the Business Administrator currently functions. This relationship would continue until approximately June 1970 when the Superintendent of the Physical Plant at each of the Regional Campuses would be transferred to the staff of the Business Administrator at each of the Regional Campuses.

It is proposed that the Physical Plant operations at each of the Regional Campuses should include the following functions:

1. Janitorial Service
2. Telephones
3. Maintenance, including both buildings and grounds
4. Operations, including heat, light, power, air conditioning, etc.
5. Safety and Security, including traffic, night watchman, safety, parking, etc.

Each of these functions is discussed separately below.

Currently, the responsibilities for janitorial services at each of the Regional Campuses have been assigned to the Deans of the

Regional Campuses. Originally the Director of the Physical Plant at Lafayette was responsible for janitorial services, however, the need to decentralize these operations came sooner than the need for decentralization of the other Physical Plant functions. Hence they were transferred some two years ago to the Deans. It is proposed that as soon as the Director of the Physical Plant at Lafayette can decentralize his operations and establish and fill the position of "Superintendent of the Physical Plant" at each of the Regional Campuses that the janitorial services be again made a responsibility of the Physical Plant operation. Hopefully this could be completed some time during the later part of the 1967-68 fiscal year at each of the Regional Campuses.

Responsibility for providing telephone service is currently divided between the Deans and the Director of the Physical Plant at the Lafayette Campus. It is proposed that as soon as Physical Plant can provide the necessary staffing the total responsibility for telephone service become a Physical Plant function.

Responsibility for the maintenance of all buildings and their grounds is currently the responsibility of the Director of the Physical Plant at the Lafayette Campus. It is proposed that this function remain a responsibility of the Physical Plant and be decentralized as quickly as possible.

Responsibility for operation of the Regional Campus buildings, including heat, light, power, and air conditioning is currently vested in the Director of the Physical Plant at the Lafayette Campus. It is proposed that this function remain a responsibility of the Physical Plant and be decentralized as quickly as possible.

Responsibility for Safety and Security, including traffic, night watchman, safety and parking is currently divided between the Deans and the Director of the Physical Plant at the Lafayette Campus. Off duty policemen and retired policemen are hired by the Deans to provide traffic and night watchman services. Safety inspections are provided by the Director of the Physical Plant at the Lafayette Campus. It is proposed that all of these functions be made the responsibility of the Physical Plant operation as soon as the "Superintendent of the Physical Plant" is appointed at each of the Regional Campuses.

It is proposed that the responsibility for the planning and engineering functions, the supervision of new construction, and campus development planning continue to be centralized on the Lafayette Campus. It does not appear feasible for each of the Regional Campuses to develop staffs of engineers in the near future to provide these services. It is anticipated that the Lafayette Campus can provide these services for each of the Regional Campuses adequately.

No later than 30 June 1970 it is proposed that the responsibility for the day to day operation of the Physical Plant be transferred to the Business Administrator at each of the Regional Campuses. After this has been accomplished the Dean will only have one man to hold responsible for the operation of all of the Business Office functions at his campus. The Director of the Physical Plant on the Lafayette Campus will assume the role of the Director of the Physical Plant for the Purdue University State-wide system and will continue to be responsible for the planning and engineering, the supervision of new construction and all campus development planning for Regional Campuses.

The Proposed Plan for the Management of Student Unions at Regional Campuses

Currently, there are no Student Union facilities, per se, on any of the Regional Campuses although they do have large lounge areas, vending operations, and limited student activities space. The Student Union facilities which are presently being requested from the 1967 General Assembly will include faculty offices and large lounge-study areas, food services, and space for student activities. Conference facilities may also be provided. It is currently anticipated that these facilities will be financed by bonds which will be repaid from student fees and income earned from operation of these facilities.

It is proposed that the total operation of the Student Union facilities at each of the Regional Campuses be assigned to the Business Administrator. This plan would lessen the number of personnel reporting directly to the Dean and would provide for a business oriented administrator to be responsible for the Student Union operation. The Director of the Student Union on theee Lafayette Campus would be responsible for the development of general operating policies for all campuses of the Purdue University system. However, he would have no day to day operating responsibilities in Regional Campuses. The Director of the Student Union on the Lafayette Campus would also make available his experienced personnel for consultation with Student Union people from each of the Regional Campuses.

While it is too early to make a final decision on the matter, it is anticipated that a contract food service may prove to be the most efficient and effective means of providing a food service at each of the Regional Campuses.

It is anticipated that as soon as funds are provided for the Student Union facility at each of the Regional Campuses administrative personnel will be hired by the Business Administrator who will also assist in the training of each of these new Student Union administrators.

Proposed Plan for the Management of Service Enterprises at Regional Campuses

Presently, there are no Service Enterprise functions carried on by any of the Regional Campuses, however, within the very near future several will probably be organized. Certainly, some sort of duplicating service will be needed as the campuses grow and the need for transportation service is already being studied.

It is proposed that the management responsibility of these soon to emerge service enterprise functions be assigned to the Business Administrator at each of the Regional Campuses. This plan would vest the management responsibility for a non-academic fiscally oriented function with a business oriented administrator. In addition, it would lessen the number of personnel who would be reporting directly to the Dean.

It seems to me that this is one of the roles which the Business Office should play in the total management of any institution of higher education, and it is one which I think the Business Office has operated well on the Lafayette Campus. In addition, I think that the growth of these service enterprise functions will be slow and sporadic, and that it would be difficult to justify in the early stages of their development assigning a full-time man to handle these functions. However, the Business

Administrator could assign these responsibilities to one of his staff members in addition to other Business Officer responsibilities, thus making a full-time assignment.

Proposed Plan for the Management of Residence Halls on Regional Campuses

Although there are no Residence Halls on the Regional Campuses, presently, and none contemplated in the near future, it is very likely that some will be constructed within the next ten years or so. Consequently, it is advisable that we address ourselves to the problem of their management in order to complete the Business Office picture, at least as it presently exists on the Lafayette Campus.

It is proposed that the total responsibility for the management of the Residence Halls on Regional Campuses be assigned to the Regional Campus Business Administrators. In addition to providing one less person reporting directly to the Dean this plan will provide a business oriented administrator to be responsible for this financially oriented operation. The Director of University Residences on the Lafayette Campus will be responsible for the development of general operating policies for the total Purdue University system. However, he will not have day to day operational responsibilities on Regional Campuses.

In my judgement the similar organization on the Lafayette Campus where the Director of University Residences reports to the chief business officer has worked very well. I see no reason why the same organization would not work just as well for Regional Campuses.

SUMMARY

In brief summary the proposed plan calls for the assignment of responsibility for all day to day operations of Business Office functions on each Regional Campus to the chief business officer by June 1970.

The chief business officer, who is presently called the Business Administrator, will be on the staff of the Vice President and Treasurer, but will be also a part of the Dean's top management team.

The Business Office department heads on the Lafayette Campus will be responsible for establishing policy for the Purdue University State-wide system.

The proposed plan should be completed by June 1970.

EXHIBIT A

PROPOSED BUSINESS OFFICE FUNCTIONS IN REGIONAL CAMPUSES

I. General business administration, i.e. supervision and management of all the business functions and services.

II. Comptrollership functions

1. Accounting, budgeting, and fiscal control
2. Payroll and Fringe Benefits
3. Bursar
4. Student Finance

III. Purchasing Functions

1. General Purchasing
   a. Buying through the Lafayette Purchasing Department
   b. Local buying
2. General Stores
3. Campus Mail
4. Property Accounting
5. Service and Salvage

IV. Personnel Administration Functions (for clerical and service staff)

1. Employment
   a. Recruiting
   b. Testing
   c. Screening and Referrals
2. Employee Relations
3. Wage Administration
   a. Job Classification
   b. Wage Surveys
   c. Pay Structures and Rates
4. Training and Staff Development

V. Continuing Education Functions (fiscal only)

1. Review of budgets for approval by the Business Administrator
2. Fee Collection
3. Record Keeping and Report Preparation

VI. Contract Administration Functions

1. Budgetary review of proposals
2. Assist in contract negotiations
3. Fiscal control and fiscal reporting for on-going programs
4. Assist in closing out projects that have terminated

VII. Physical Plant

1. Janitorial Service
2. Telephones
3. Maintenance, including grounds
4. Operations, including heat, light, power, air conditioning, etc.
5. Safety and Security, including traffic, night watchman, safety, parking, etc.

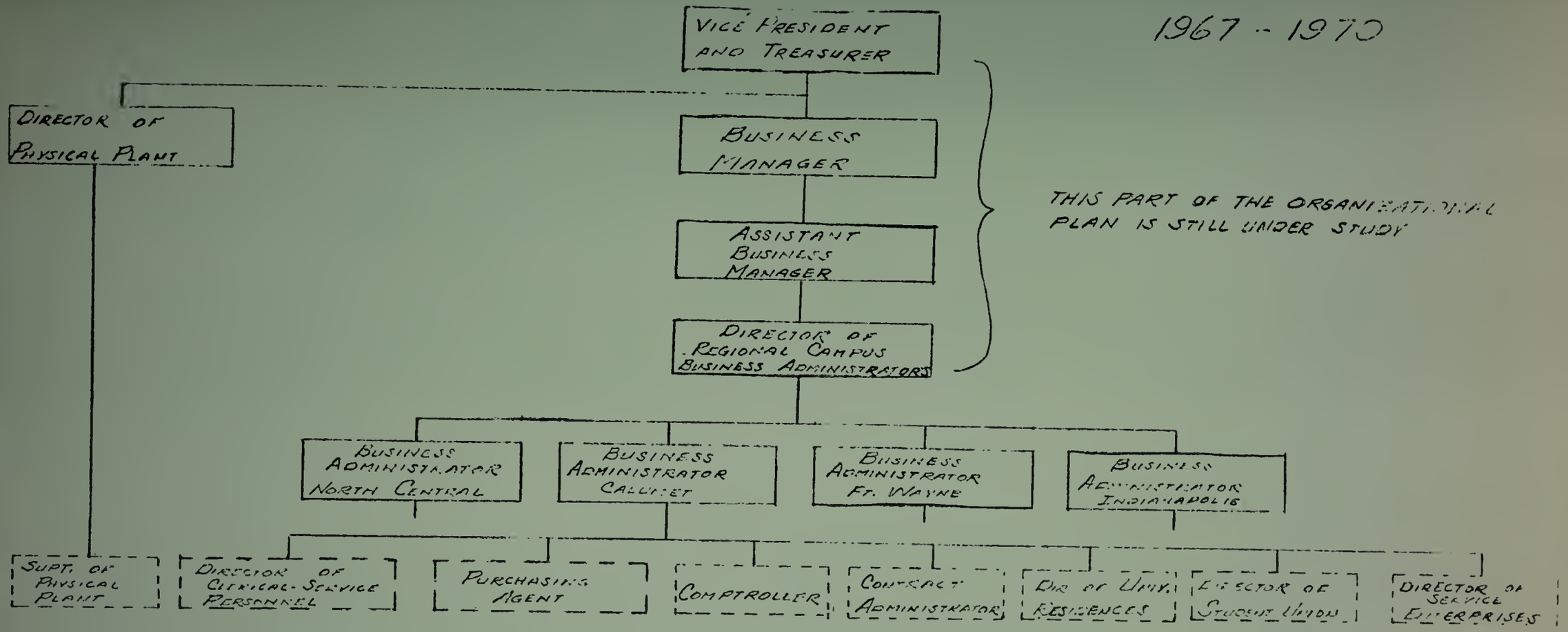
VIII. Student Union

1. Total management responsibility for all functions within the operation

IX. Residence Halls

1. Total management responsibility for all functions within the operation

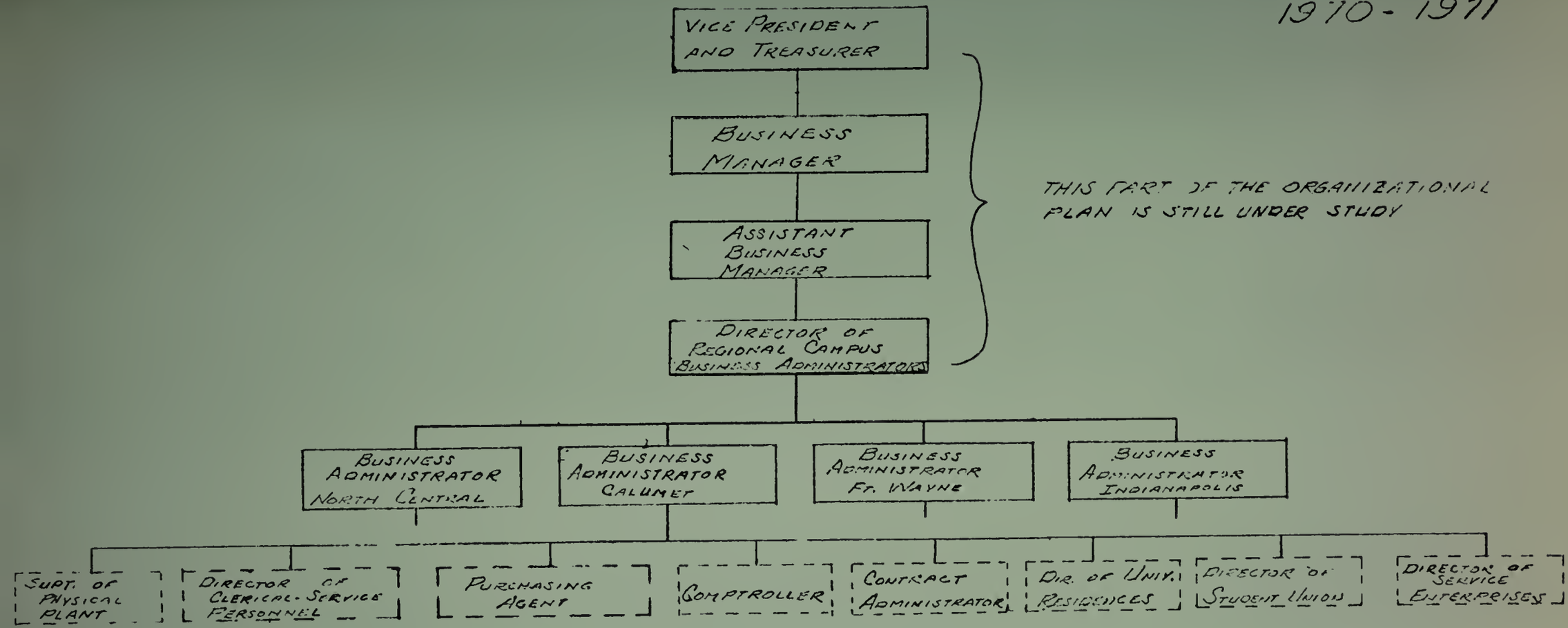
1967 - 1970



DOTTED LINES DEPICT FUTURE SPECIALIZATION OF FUNCTIONS
NOTE ALSO THAT TITLES AS SHOWN ARE USED ONLY TO DESCRIBE FUNCTIONS

EXHIBIT B, 138

1970 - 1971



DOTTED LINES DEPICT FUTURE SPECIALIZATION OF FUNCTIONS
NOTE ALSO THAT TITLES AS SHOWN ARE USED ONLY TO DESCRIBE FUNCTIONS

EXHIBIT B_2

PURDUE UNIVERSITY

OFFICE OF THE VICE-PRESIDENT AND TREASURER

10 June 1968

Memorandum No. A-12

To: Deans, Directors and Heads of Schools, Divisions, Departments and Offices

Re: Reorganization of Business Affairs - Regional Campuses

Effective 1 July 1968, the title of each Regional Campus Business Administrator is being changed to Business Manager for his campus, Simultaneously, other administrative realignments and authority assignments are being made by the Business Manager of the University and by the Vice President and Treasurer.

These changes are significant and are designed and intended to accomplish the most effective management of the business affairs of each campus and to provide the delegated responsibilities necessary for meeting the needs of that area of the State which each campus serves.

Purpose

This memorandum is issued in order to clarify the role of the Regional Campus Business Manager as it relates to that of the Dean and Director of the Campus.

Dean and Director

The Dean and Director is the chief administrative officer of his campus. He derives his general authority from the Vice President for Regional Campus Administration who has been assigned certain powers by the President of the University (Executive Memorandum A-267). As chief administrative officer of the regional campus he reports to the Vice President for Regional Campus Administration.

Regional Campus Business Manager

The Regional Campus Business Manager reports to the Regional Campus Director of Business Affairs who reports to the Vice President and Treasurer via the Business Manager of the University. Through this channel he derives the authority and responsibility currently assigned to him and which may be assigned in the future.

Relationship to the Dean

While the Regional Campus Business Manager has "line" responsibility as indicated above, he has a "staff" or functional responsibility to his Dean and Director. The following guide lines shall govern this relationship.

1. The Dean will include his Business Manager in his council of administrative officers. As a member of the Dean's administrative staff he will participate in the development of all policies, plans and procedures which relate to his area of assignment.

2. The Regional Campus Business Manager will formulate all relevant plans and procedures in the area of his assigned responsibility with the involvement of the Dean or his designee. He will keep the Dean informed concerning developments and changes in the management of business affairs for the campus.

L. J. Freehafer
Vice President and Treasurer

Issued simultaneously with Administrative Memorandum No. 143 from the Office of the Vice President for Regional Campus Administration

Office of the Vice President for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 143
June 10, 1968

RELATIONSHIP OF NEWLY DESIGNATED BUSINESS MANAGER TO REGIONAL CAMPUS DEAN AND DIRECTOR*

Effective July 1, 1968, the title of each Regional Campus Business Administrator is being changed to Business Manager for his campus. Simultaneously, other administrative realignments and authority assignments are being made by the Business Manager of the University and by the Vice President and Treasure

These changes are significant and are designed and intended to accomplish the most effective management of the business affairs of each campus and to provide the delegated responsibilities necessary for meeting the needs of that area of the State which each campus serves.

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Regional Campus Business Manager

The Regional Campus Business Manager reports to the Regional Campus Director of Business Affairs who reports to the Vice President and Treasurer via the Business Manager of the University. Through this channel he derives the authority and responsibility currently assigned to him and which may be assigned in the future.

*Simultaneously issued by the Vice President and Treasurer as Memorandum No. A-12.

Relationship to the Dean

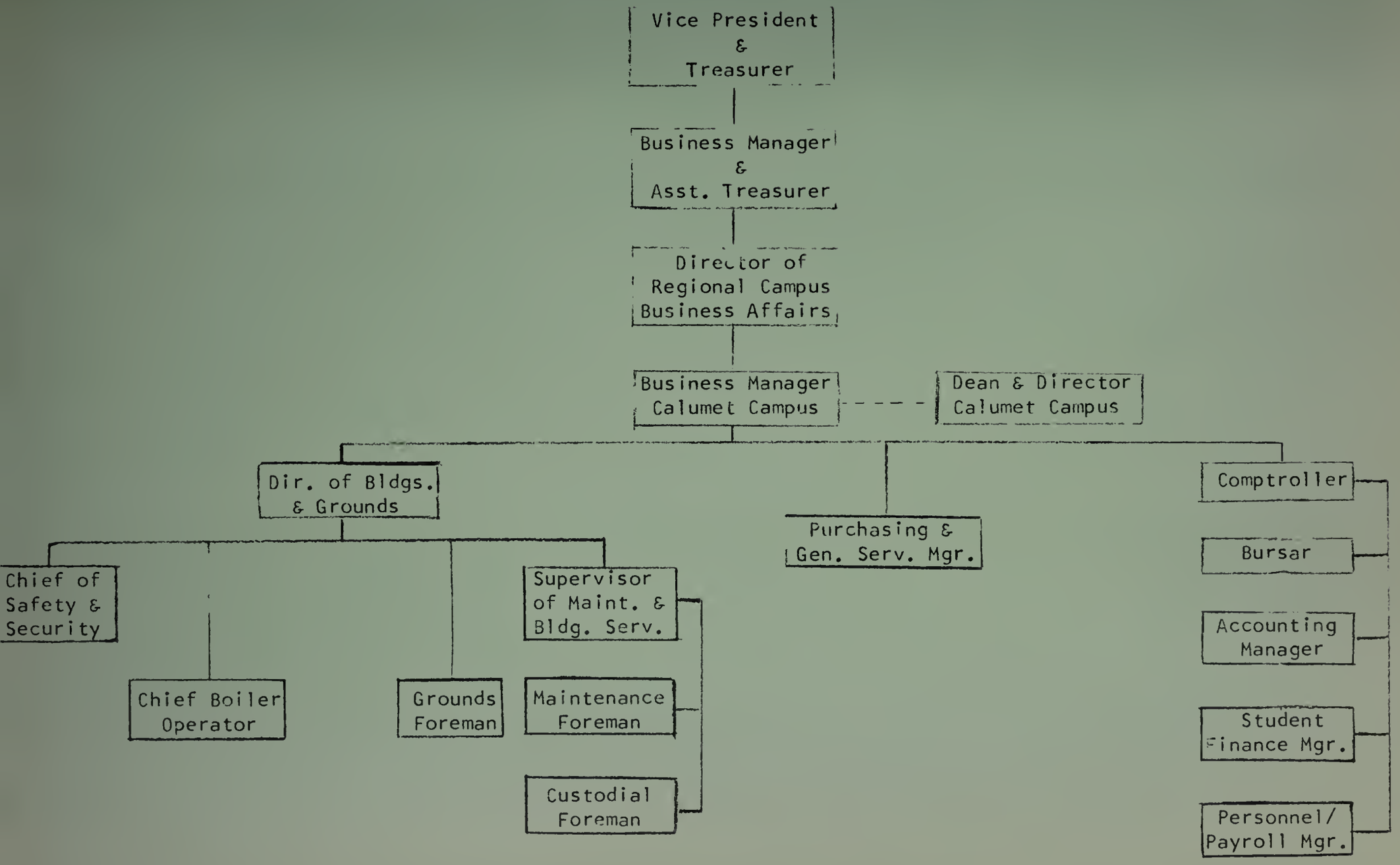
While the Regional Campus Business Manager has "line" responsibility as indicated above, he has a "staff" or functional responsibility to his Dean and Director. The following guide lines shall govern this relationship.

1. The Dean will include his Business Manager in his council of administrative officers. As a member of the Dean's administrative staff he will participate in the development of all policies, plans and procedures which relate to his area of assignment.

2. The Regional Campus Business Manager will formulate all relevant plans and procedures in his area of assigned responsibility with the involvement of the Dean or his designee. He will keep the Dean informed concerning developments and changes in the management of business affairs for the campus.

C. H. Lawshe, Vice President for
Regional Campus Administration

ORGANIZATION CHART
CALUMET CAMPUS



NORTH CENTRAL ASSOCIATION OF COLLEGES
AND SECONDARY SCHOOLS

COMMISSION ON COLLEGES AND UNIVERSITIES

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CINCINNATI, OHIO 45221

VICE CHAIRMAN
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NEW MEXICO STATE UNIVERSITY
LAS CRUCES, NEW MEXICO 88001

August 4, 1969

RECEIVED
AUG 6 1969
OFFICE OF THE DEAN
PURDUE CALUMET CAMPUS

President Frederick L. Hovde
Purdue University
Lafayette, Indiana 47907

Dear President Hovde:

The North Central Association of Colleges and Secondary Schools, at its meeting on July 25, voted to grant accreditation to Purdue University-Calumet-Hammond as an operationally separate campus of the University with the Bachelor's degree as the highest degree conferred. It was further voted that the campus be re-examined in three years. The Calumet-Hammond Campus will be added to the published list of accredited institutions that will appear in the summer, 1969 issue of the North Central Association Quarterly.

While progress was noted in the development of the Calumet-Hammond Campus, attention was directed to areas of concern needing significant improvement. Among the particular concerns of the Association are the need to improve the financial support, facilities, and library of the campus; the need to clarify and improve the administrative structure and campus autonomy; and the need to generally strengthen the social science and humanities offerings.

As you know, according to the policies of the Commission on Colleges and Universities, an institution accredited at the Bachelor's degree level may not offer programs at a higher degree level until they have been approved by the Commission. During the Commission deliberations, concern was expressed as to the nature and extent of possible program offerings in which a student may complete all of the requirements for a graduate degree on the Calumet-Hammond Campus. The Executive Board of the Commission on Colleges and Universities has requested that a statement from the institution regarding this matter be sent to the Office of the Secretary in order to clarify our records.

We wish to express our thanks to you and your staff for the cooperation given during the examination. If you have any questions, do not hesitate to contact our office.

Sincerely,

Norman Burns

Norman Burns
NB:al
cc: C. H. Lawshe, Vice President
Carl Elliott, Dean, Calumet-Hammond
Dr. Earl Porter, Dr. Leslie Dunlap
Professor W. L. Emery and Dr. Andrew Shine

NLN

national league for nursing, inc.

10 COLUMBUS CIRCLE, NEW YORK, N.Y. 10019
AREA CODE 212
JUdson 2-1022

January 8, 1968

Dr. Carl H. Elliott
Dean and Director
Purdue University
Calumet Campus
Hammond, Indiana

Dear Dr. Elliott:

This is to inform you of the action taken by the NLN Board of Review for Associate Degree Programs at the December 1967 meeting.

The Board granted accreditation to the associate degree program in nursing at Purdue University, Calumet Campus, Hammond, Indiana. This action was based on the self-evaluation report submitted by the faculty and the visitors' report.

The Board of Review requested that a progress report be submitted for the December 1970 meeting. This report should be based on the Board's comments and recommendations which are attached to this letter and be descriptive of any significant changes which have occurred in the program up to the time the report is prepared.

A reminder will be sent to the faculty a few months before the report is due.

A copy of the accrediting visitors' report is enclosed for your files.

Sincerely,

Gerald J. Griffin
Secretary
Board of Review for Associate Degree Programs

GJGr:lg
Att.
Encl.
cc: Dr. Frederick L. Hovde, President, Purdue University, Lafayette, Indiana
Mrs. Helen Johnson, Head, Department of Nursing, Purdue Univ., Lafayette, I
Mrs. Margaret Klen, Chairman, Nursing Section

RECEIVED
PURDUE CALUMET CAMPUS

NATIONAL LEAGUE FOR NURSING - Department of Associate Degree Programs
10 Columbus Circle, New York, New York 10019

PURDUE UNIVERSITY
Department of Nursing
Hammond, Indiana
BOARD OF REVIEW MEETING
December 14, 15, 1967

Recommendations by the Board of Review

See: "Criteria for the Evaluation of Educational Programs in Nursing Leading to an Associate Degree."

Recommendations:	Section	Page	Item
1. Consideration should be given to the appointment of nursing faculty on regional campuses to college	Organization and Administration	5	I,D
	Faculty	7	II,C
2. Provision should be made for adequate laboratory facilities for associate degree nursing students	Resources and Facilities	10	II
3. Faculty continue to develop behavioral outcomes with a view to establishing measurable terminal behaviors for each level.	Evaluation	12	I

2/22/67

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 139
March 1, 1968

ESTABLISHING AND DELEGATING POWERS AND
RESPONSIBILITIES TO A REGIONAL CAMPUS FACULTY

The BOARD OF TRUSTEES adopted the following statement* at the regular meeting on February 28, 1968.

I. Provisions for Assuring the Orderly Establishment and Operation of a Regional Campus Faculty

A. A Regional Campus staff may at its pleasure submit to the University Senate a plan to establish a Regional Campus Faculty government which sets forth a proposed organization and a constitution.

B. With the approval of such plan of faculty government by the University Senate, the President of the University, and the Board of Trustees, a Regional Campus Faculty will be duly constituted and may proceed with its organization and receive the delegated powers and responsibilities set forth for a Regional Campus Faculty.

II. Powers and Responsibilities of a Regional Campus Faculty

A. General Powers. Subject to the authority of the Board of Trustees, the President of the University, the Faculty of the University through its Senate, and in consultation with the Regional Campus Dean and Director, a Regional Campus Faculty shall have the general power and responsibility to adopt policies, regulations, and procedures needed to achieve the educational objectives of Purdue University at the Regional Campus and the general welfare of those involved in these educational processes.

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*The original draft of this statement was developed by the University Senate Regional Campus Committee. A later draft, Document 67-5 (Revised) was approved by the University Senate on January 15, 1968. Subsequently, it was approved by a mail vote of the Faculty (Yes, 608; No, 27). The Senate document was unanimously approved by the BOARD OF TRUSTEES with one procedural modification and becomes Section X of Document A, The Basic Provisions Regulating Powers and Operations of the Government of the Faculty of Purdue University.

B. Initial Authority. Immediately upon recognition a Regional Campus Faculty specifically shall be empowered to:

1. Continually study the general educational policies of the Regional Campus.

2. Establish policies governing the conduct and the dismissal of students from the Regional Campus in furthering the educational and general welfare of both students and the Regional Campus. Such policies should be consistent with the academic standards and policies established for the University.

3. Fix the Regional Campus academic calendar and the general policies for scheduling classes provided such calendar is compatible with the University academic calendar policies. Such regional campus calendar shall provide semester beginning and ending dates approximately the same as the Lafayette campus, shall provide the same number of days devoted to instruction and to reading periods, and shall provide final examination periods.

4. Establish policies for the Regional Campus regarding student participation in: (a) athletic affairs provided such policies in no way conflict with Purdue University's participation in the Intercollegiate Conferences of Faculty Representatives, and (b) other group extra-curricular activities.

5. Appoint a select committee to stand ready to aid the President and the Board of Trustees in filling the Office of Dean and Director of the Regional Campus when such need occurs.

C. Advisory Role. A regional Campus Faculty may advise the President and the Board of Trustees through the Regional Campus Dean and Director concerning:

1. All new programs and degrees to be introduced at the Regional Campus.

2. Policies for admission and academic placement of students at the Regional Campus.

3. Policies and administration of the libraries of the Regional Campus.

4. Policies affecting the general welfare, privileges, tenure and responsibilities of the Regional Campus Faculty, standards for appointment, and procedures for academic promotion of members of the Regional Campus Faculty.

5. Any proposed changes in the academic organization of the Regional Campus.

6. The planning of the physical facilities and staff when these may affect the welfare of the faculty and the students in the attainment of the educational objectives of the Regional Campus.

D. Additional Authority. A regional Campus Faculty may petition the University Faculty, through its Senate, for the delegation of additional academic authorities vested in the University Senate.

E. Appeal to Trustees. A Regional Campus Faculty shall in all instances have the right to present its views to the Board of Trustees directly through the President of the University on any faculty or administration action pertaining to the conduct and welfare of the Regional Campus.

F. University Faculty Role. In addition to the above stated regulating powers of the Regional Campus Faculty, a Regional Campus Faculty shall participate in University-wide Faculty government through its representation in the University Senate.

G. W. Bergren, Administrative Dean
for Academic Affairs

ARTICLES OF ORGANIZATION OF THE FACULTY OF PURDUE UNIVERSITY CALUMET CAMPUS

PREAMBLE

The faculty of Purdue University Calumet Campus adopts the following Articles in order to describe its organization and define its operating procedures.

I. Establishment and Amendment

A. When accepted by a majority of the Calumet Campus Faculty who have voted by mail ballot, and approved by the University Wide Faculty through the Senate of Purdue University, the President of the University, and the Board of Trustees, the following will establish the powers and responsibilities of the Calumet Campus Faculty and the basic form of government of that Faculty.

B. Changes and amendments to Article III, Powers and Responsibilities of the Calumet Campus Faculty, may be made only by petition to the Purdue University Faculty through its Senate.

C. Changes and amendments to all other articles will become effective when approved by the Calumet Campus Faculty, as ascertained through a majority of those voting by mail ballot.

II. Composition of the Calumet Campus Faculty

The Calumet Campus Faculty shall be composed of the Dean and Director of the Calumet Campus, those members of the administrative staff with academic rank, and those members of the instructional faculty who have professorial rank or who have completed one year of full time service with the rank of instructor.

Members of the instructional faculty with appointments apportioned equally among various schools or whose attachment to a particular school is not clearly defined will be assigned by the Dean and Director to appropriate schools for the purpose of participation in faculty government operations.

III. Powers and Responsibilities of the Calumet Campus Faculty

A. General Powers

Subject to the authority of the Board of Trustees, the President of the University, the Faculty of the University through its Senate, and in consultation with the Calumet Campus Dean and Director, the Calumet Campus Faculty shall have the general power and responsibility to adopt policies, regulations, and procedures needed to achieve the educational objectives of Purdue University at Calumet Campus and the general welfare of those involved in these educational processes.

B. Initial Aughority

Immediately upon recognition the Calumet Campus Faculty specifically shall be empowered to:

1) Continually study the general educational policies at Calumet Campus.

2) Establish policies governing the conduct and the dismissal of students from Calumet Campus in furthering the educational and general welfare of both the students and Calumet Campus. Such policies should be consistent with the academic standards and policies established for the University.

3) Fix the Calumet Campus academic calendar and the general policies for scheduling classes provided such calendar is compatible with the University academic calendar policies. Such Calumet Campus calendar shall provide semester beginning and ending dates approximately the same as the Lafayette campus, shall provide the same number of days devoted to instruction and to reading periods, and shall provide final examination periods.

4) Establish policies for Calumet Campus regarding student participation in: (a) athletic affairs provided such policies in no way conflict with Purdue University's participation in the Intercollegiate Conferences of Faculty Representatives, and (b) other group extra-curricular activities.

5) Appoint a select committee to stand ready to aid the President and the Board of Trustees in filling the office of the Dean and Director of the Calumet Campus when such need occurs.

C. Advisory Role

The Calumet Campus Faculty may advise the President and the Board of Trustees through the Dean and Director of the Calumet Campus concerning:

1) All new programs and degrees to be introduced at Calumet Campus

2) Policies for admission and academic placement of students at Calumet Campus.

3) Policies and administration of the libraries of Calumet Campus.

4) Policies affecting the general welfare, privileges, tenure and responsibilities of the Calumet Campus Faculty, standards for appointment, and procedures for academic promotion of members of the Calumet Campus Faculty.

5) Any proposed changes in the academic organization of Calumet Campus.

6) The planning of the physical facilities and staff when these may affect the welfare of the faculty and the students in the attainment of the educational objectives of Calumet Campus.

D. Additional Authority

The Calumet Campus Faculty may petition the University Faculty, through its Senate, for the delegation of additional academic authorities vested in the University Senate.

E. Appeal to Trustees

The Calumet Campus Faculty shall in all instances have the right to present its views to the Board of Trustees directly through the President of the University on any faculty or administration action pertaining to the conduct and welfare of Calumet Campus.

F. University Faculty Role

In addition to the above stated regulating powers of the Calumet Campus Faculty, the Calumet Campus Faculty shall participate in University-wide Faculty government through its representation in the University Senate.

IV. Governing Body of the Purdue University Calumet Campus Faculty

The governing body of the Calumet Campus Faculty shall be the Council of Faculty Delegates. The Council of Faculty Delegates shall exercise the legislative and policy-making powers and responsibilities which are assigned to the Calumet Campus Faculty. Its decisions in exercising those powers and responsibilities shall be final except under the circumstances specifically described in Article VIII.

V. Membership of the Council of Faculty Delegates

A. Composition. The Council of Faculty Delegates, at the time of its initial organization, shall be composed as follows:

1) The Dean and Director of the Calumet Campus and the Assistant Dean for Academic Affairs.

2) Other administrative officers holding rank in a school will be considered part of that school and will be represented by its delegates. Administrative officers with academic rank in no school will be represented in the Council of Faculty Delegates on a basis of one to ten or major portion thereof as in all schools, but at least by one delegate. Administrative delegates will be appointed by the Dean and Director.

3) All Calumet Campus members of the University Senate shall be ex officio members of the Council of Faculty Delegates without vote.

4) The instructional faculty shall be apportioned among Purdue University Calumet Faculty as they exist at the time of the initial organization at Purdue University Calumet Campus. Each school shall be represented by a Faculty Delegate in the ratio of one Faculty Delegate for every ten faculty members or major portion thereof. When the membership of the Council reaches fifty, the Schools and the group of administrative officers with academic rank in no school will be assigned their proportionate share of delegates within this number. Any School having five members or more at the Calumet Campus shall have no fewer than one delegate. Those with fewer than five members at this Campus will be assigned by the Dean and Director to another School for voting purposes.

5) The following will be the officers of the Council:

a) Presiding Officer. The presiding officer of the council shall be the President of the University or his representative whom he shall designate to serve for the year. In case both are absent, the chairman of the Agenda Committee of the Council of Faculty Delegates will preside.

b) Sergeant at Arms. The Agenda Committee shall select annually a member of the voting faculty who is not a member of the Council to act as sergeant at arms for the Council. He shall maintain a record of attendance at all Council meetings and shall report attendance to the Agenda Committee after each meeting. He shall separate faculty visitors from voting members of the Council, control the presence of persons not authorized to attend Council meetings, and carry out instructions of the Council or its presiding officer during each meeting.

c) Parliamentarian. The Agenda Committee shall select annually the parliamentarian of the Council, who shall not be a member of the Council. He shall instruct and guide the Council and its presiding officer on parliamentary procedure as prescribed by the rules of order adopted by the Council. He shall act also as parliamentarian for all convocations of the Purdue University Calumet Campus Faculty.

d) Secretary. The Agenda Committee shall select annually the secretary of the Council, who need not be a member of the Council. He shall be responsible for keeping the minutes of all Council meetings and for the publication and distribution of those minutes. He shall also be responsible for the publication and distribution of the agenda for each meeting.

B. Reapportionment. The Council of Faculty Delegates shall determine the number of elected delegates from each School in February of each academic year, on the basis of the current assignment of faculty to Schools. This apportionment shall be effective on the following September 1. The Council of Faculty Delegates may reapportion itself at any other time, upon a two-thirds affirmative vote of all members of the Council of Faculty Delegates.

C. Eligibility. Members of the Calumet Campus Faculty shall be eligible for election to the Council of Faculty Delegates.

D. Election of the Delegates. When the Council of Faculty Delegates is initially established, one third of the members will have one year terms, one third two year terms and one third three year terms. Assignment of terms will be made by drawing of lots. The normal term of an elected delegate shall be three years, beginning on the September 1 following his election. After apportionment of the Council of Faculty Delegates in February, the individual School faculties shall complete the election of delegates who are to assume office on the coming September 1, and report the results to the secretary of the Council by April 1. The individual School faculties shall determine their own methods for nomination and election of delegates, with the provision that no elected delegate shall serve more than four consecutive years. The secretary of the Council shall maintain an up-to-date list of the delegates from each School.

E. Recall. In the case of a delegate who absents himself unduly, the Council of Faculty Delegates may petition the unit from which he is serving to recall the delegate and elect another. To pass a recall petition, the affirmative vote by secret written ballot of two-thirds of the Faculty Delegates shall be required.

VI Operation of the Council of Faculty Delegates

A. The Council of Faculty Delegates shall convene at least monthly during the regular academic year. It may be convened for special sessions by the Dean and Director or by the petition of 20% of the members of the Council.

B. Two-thirds of the members of the Council shall constitute a quorum.

C. The minutes of each meeting shall be distributed to the Calumet Campus Faculty as soon after each meeting as possible.

D. The Council shall establish its own rules of procedure. However,

1) No rules shall infringe upon the right of any member of the Faculty to present in an appropriate manner any proposal before any regular meeting of the Council.

2) No substitute shall be permitted to serve for the temporary absence of a Delegate. In case of the inability of a Delegate to complete his term, the unit represented shall replace him. Delegates must be present to vote.

3) By a two-thirds vote of members present, the Council may seek advice and counsel by a mail ballot from the Faculty on any issue.

E. The Council shall create the standing committees that it judges necessary to aid and expedite the carrying out of its powers and duties. One of the standing committees of the Council of Faculty Delegates shall be its agenda committee. It shall be the duty of this committee to establish effective liaison between the faculty and administration of Calumet Campus in such a way that problems of concern to the Faculty in the exercising of its powers and responsibilities shall be put on the agenda of the Council in a timely fashion for study, debate and action. It is also the duty of the committee to assure attendance at the appropriate Council meeting of any person or persons who may have special resources or insights that would aid the Council in its deliberations on specific agenda issues.

F. The Council also may create ad hoc committees and other groups and delegate to them specific powers when it judges that such bodies will be beneficial in carrying out the Faculty's responsibilities. However, the Council shall retain, under all circumstances, the right to review the actions of any of these created agencies.

G. The Council should be informed of the activities, studies and recommendations of any Calumet Campus Committee upon which the Faculty are asked to serve, except under circumstances when the Dean and Director judges that such information would be contrary to the best interests of Calumet Campus. The Council will establish appropriate procedures to insure the obtaining of such information.

VII. Powers and Responsibilities of the School Faculties

A. The members of the various Schools of the University represented at the Calumet Campus may exercise those authorities delegated to them by their parent School Faculties and/or the Calumet Council of Faculty Delegates.

B. The members of the various Schools will meet on call of the Dean and Director to elect their Delegates to the Council of Faculty Delegates.

VIII. Legislative Powers of the Calumet Campus Faculty

As established in Article III, the powers and responsibilities of the Calumet Campus Faculty shall be exercised by the Calumet Council of Faculty Delegates. However, the Council of Faculty Delegates actions shall be subject to review and check by the Calumet Faculty through the following two procedures:

1) At any convocation of the Calumet Campus Faculty, past actions of its Council may be brought to the floor for discussion. If a majority of those present reject a previous action of that Council, the Council must reconsider its action at its next regular meeting.

2) Any action taken by the Calumet Campus Council of Delegates shall be forced back to the Council for mandatory reconsideration if within two weeks after the circulation of the Council Minutes covering the action, a petition by at least twenty-five (25) Calumet Campus Faculty members stating the objections of the petitioners is received by the presiding officer of the Council.

In either of the above procedures, if the Council reaffirms its original action, the issue must be submitted by mail ballot to the Calumet Campus Faculty. The decision of a simple majority in such a ballot shall be final.

IX. Convocations of the Purdue University Calumet Campus Faculty

A. The Calumet Campus Faculty shall be convened a minimum of five times during each regular academic year to receive appropriate communications from the Dean and Director. The Agenda Committee of the Council shall aid the Dean and Director in establishing the agenda of these convocations. Any item may be brought up for discussion and the Council petitioned for action by the convened faculty. The Agenda Committee shall publicize the place, time and agenda of the convocation.

B. The President of the University or his designated representative shall preside.

C. A special convocation of the Calumet Campus Faculty can be convened by petition through the Council of Faculty Delegates of any twenty-five (25) members of the Faculty.

ATTACHMENT A

Provisions for Establishing the Government of the Faculty of Purdue University Calumet Campus

In order to achieve the orderly inauguration of faculty government at Purdue University Calumet Campus, the Calumet Campus Faculty shall follow the procedures described in this attachment until the Calumet Campus Council of Faculty Delegates and its several committees are established and prepared to carry out their duties and responsibilities.

I. Ratifying the Constitution

A. The Calumet Campus Faculty Constitution Committee hereby publishes its proposed Constitution of the Faculty of Purdue University Calumet Campus. In order to assure time for ample and essential deliberation of the provisions of that document by all faculty involved, copies are being distributed to the Calumet Campus Faculty, as that body has been provisionally defined in Article II. (Copies shall also be distributed after September 1, 1968 to all new faculty of professorial rank and those instructors who by then shall have completed one year of service.)

1) The Dean and Director is requested to schedule a meeting of the Calumet Campus Faculty for the purpose of the final discussion of the proposed constitution.

2) All proposed amendments to the draft of the constitution must be submitted in writing to the Constitution Committee one week before the meeting to consider the draft. The Constitution Committee in turn will distribute proposed amendments to all of the faculty before the meeting.

3) A majority of the faculty attending this meeting may delay the balloting on the proposed constitution by one week, by voting that a meeting for further discussion be called.

4) The Calumet Campus representative on the Regional Campus Committee and the at-large member of the University Senate shall mail to the Calumet Campus Faculty a ballot for the ratification of the proposed constitution.

B. Ballots shall be marked, signed and returned by mail or sealed envelope within one week of issuance to:

Tabulation and Apportionment Committee
Purdue University Calumet Campus
2233 171st Street
Hammond, Indiana 46323

1) The Calumet Campus representative on the Regional Campus Committee shall arrange to have a special, secured box at the mail room for the deposit of all ballots, and this box shall not be opened until one week after the issuance of those ballots.

2) The Tabulation and Apportionment Committee shall consist of the Calumet Campus representative on the Regional Campus Committee, the at-large member of the University Senate, the members of the Advisory Committee, and the Dean and Director at Calumet Campus or his designee.

3) The result of the ballot shall be distributed to the Calumet Campus Faculty on the first working day following the tabulation.

C. When the proposed constitution is accepted by the Calumet Campus Faculty, the Calumet Campus representative on the Regional Campus Committee shall request that Committee to present the Constitution of the Faculty of Purdue University Calumet Campus to the Agenda Committee of the University Senate in due time for that document to become an agenda item at the earliest possible Senate meeting.

II. Establishing the Initial Council of Faculty Delegates

A. When notified by the at-large member of the University Senate that the constitution has been approved by the University Senate, the Tabulation and Apportionment Committee shall meet no later than 4:30 p.m. on Thursday of the same week to determine the apportionment of elected delegates among the several school faculties, and shall notify those faculties of their Council apportionment the following morning.

B. The school faculties shall hold elections to the Council of Faculty Delegates in due time to place in the hands of the at-large members of the University Senate the names of the elected delegates no later than noon of the second Monday of the month following the notification of apportionment. That senator shall cause the Council of Faculty Delegates roster to be published and distributed to the faculty that same afternoon.

C. The first meeting of the Purdue University Calumet Campus Council of Faculty Delegates shall be held as soon as possible and practical following the distribution of the Council of Faculty Delegates roster.

D. Prior to the first meeting of the Council of Faculty Delegates, the Tabulation and Apportionment Committee shall secure the services of two faculty members to serve as secretary and sergeant at arms, and these officers shall continue to so serve until re-appointed or replaced by the Agenda Committee.

E. Until such time as the Council of Faculty Delegates' committees are organized, the existing faculty committees shall function and report to the Council of Faculty Delegates.

III. Initial Terms of Office for Elected Delegates

If the first meeting of the Calumet Campus Council of Faculty Delegates is held in October, November or December, the balance of the academic year shall constitute a full year of service for elected delegates. If the first meeting is held in January or later, elected terms of office shall date from September 1 of that calendar year, but the delegates shall be empowered to serve in the interim.

BYLAWS OF THE PURDUE-CALUMET FACULTY COUNCIL

1.00 Powers of the Council of Faculty Delegates. The Council of Faculty Delegates, hereinafter called the Council, was established on June 7, 1968 when the Board of Trustees approved the Articles of Organization of the Faculty of Purdue University, Calumet Campus hereinafter called Articles of Organization. These Bylaws are designed to implement the provisions of that document which pertain to the organization and operation of the Council.

The Council is the governing body of the Calumet Campus Faculty. It exercises the legislative and policy-making powers that have been delegated to the Faculty by the University Senate and the Board of Trustees subject only to review and check by the Calumet Campus Faculty as defined in Article VIII of their Articles of Organization.

MEMBERSHIP OF THE COUNCIL

2.00 Composition

A) The Composition of the Council until it reaches fifty members shall be as follows:

1) The Dean and Director
2) The Assistant Dean for Academic Affairs
3) All Calumet Campus members of the University Senate as non-voting members
4) At least one delegate from each School having a minimum of five members within a School at the Calumet Campus.
5) One delegate for each ten faculty members or major portion thereof within a School. A major portion of ten is six or more.

B) When the Council reaches its maximum size, its composition shall be as follows:

1) The Dean and Director
2) The Assistant Dean for Academic Affairs
3) All Calumet Campus members of the University Senate as non-voting members
4) Fifty delegates apportioned among the various Schools' faculties and the group of administrative officers with academic rank in no School

a) According to the number of faculty members at the Calumet Campus assigned to each School
b) With the provision that each School with at least five members will be entitled to elect one delegate.

2.01 Reapportionment. Reapportionment of the Council of Faculty Delegates shall be in accordance with Article V. B. of the Articles of Organization with the following specifications: If the number of delegates to which a School is entitled decreases, and if an insufficient number of their delegate's terms exp re to accommodate this decrease, the Dean and Director shall convene the School so that it can determine by April 1, which individuals shall continue to fill the seats to which the School is entitled.

When new seats are created on the Council due to an increase in the size of the various Schools' faculties, the Council shall assign terms of one, two, or three years to these new seats to maintain, as nearly as possible, the expiration of one third of the Delegates' terms each year. Lengths of terms shall be assigned at the time of reapportionment.

2.02 Eligibility. Members of the faculty, as defined in Article II and Article V. C. of the Articles of Organization, shall be eligible for election to the Council of Faculty Delegates; however, no faculty member shall serve as a member of the University Senate and as a voting member of the Council of Faculty Delegates at the same time.

2.03 Election of Delegates. The election of delegates shall be in accordance with Article V. D. of the Articles of Organization.

2.04 Recall. In the case of a delegate who absents himself unduly, the Council of Faculty Delegates may petition the unit from which he is serving to recall the delegate and elect another. To pass a recall petition, the affirmative vote by secret written ballot of 2/3 of the voting delegates shall be required.

Should a recall petition be passed, the Council shall request the Dean and Director to convene the School involved, within three weeks, for the purpose of considering the petition. The Dean and Director shall report the action of the School to the Council at the next regular Council meeting.

2.05 Vacancy in Unexpired Terms. If a resignation or other reason for a vacancy occurs among the elected delegates to the Council during the regular academic year, the Council shall be so informed in writing. Upon receipt of such information, it shall request the Dean and Director to convene the School involved within three weeks for the purpose of acting upon the resignation and/or filling any vacancy. The Dean and Director whall report the School's action to the Council at the next regular meeting.

COMMITTEES OF THE COUNCIL

3.00 Council Committee Authority. The Council shall establish its standing committees and determine their duties and responsibilities. These committees shall be directly responsible to the Council.

3.01 Committee Structure. The following shall be the standing committees of the Council:

A) Operational Committees:
- Agenda Committee
- Nominating Committee

B) Policy Committees:
- Student Affairs Committee
- Faculty Affairs Committee
- Research and Educational Policy Committee
- Resources and Planning Committee

3.02 Membership. All voting Council members may serve on at least one, but no more than two, of the standing committees of the Council. No Council Delegate shall be a member of both the Agenda Committee and the Nominating Committee. All committee assignments shall be for the duration of a Delegate's term on the Council.

Committee membership, except for the Agenda Committee, shall be determined from lists of nominees presented by the Nominating Committee to the Council for final approval. Additional nominations may be made from the floor of the Council.

3.03 Chairmen of the Council Committees. Each committee shall select a chairman prior to July 1 who shall hold that office for a one-year term starting on July 1. A chairman may succeed himself. The Secretary of the Council and the Chairman of the Agenda Committee shall be informed of the selection of the committee chairmen for the new term.

3.04 Reporting of the Council Committees. Each Council Committee shall report to the Council at the Council's request or at the request of the Agenda Committee. A Council Committee may give information, as it sees fit, to any other organ of the university and to any committee of the Council or of the faculty.

3.10 THE AGENDA COMMITTEE

A) Membership. The Agenda Committee shall consist of six members: The Chairman of the Council; the chairmen of the following four Committees: Student Affairs, Faculty Affairs, Research and Educational Policy, and Resources and Planning; and the Secretary of the Council, who is ex officio without vote. The Chairman of the Council may not also be chairman of the Agenda Committee.

B) Duties and Responsibilities

1) The Agenda Committee shall propose the agenda for every session of the Council. It shall insure the distribution of the agenda to every member of the Council at least five school days before each regularly scheduled meeting.

2) The Agenda Committee shall schedule an annual report of the Council's standing committees to the Council and to the Faculty.

3) The Agenda Committee shall receive communications from any Faculty member or group of faculty members who wish to present any proposal before any meeting of the Council. The Agenda Committee shall:

a) Place such a proposal on the agenda of the next regular meeting of the Council which follows receipt of the proposal by fifteen or more days, or if the agenda is full, on the agenda of the next regular Council meeting, or

b) Place the proposal before a special session of the Council called by any appropriate means, or

c) Refer the proposal to one or more of the Council committees for study. The Agenda Committee may recommend that the proposal be referred to a specific faculty committee for consideration.

If a proposal is referred to a Council committee for study, the Council committee concerned shall submit its recommendations concerning the proposal, together with the proposal in its proposer's original or amended form, to the Agenda Committee within thirty days of referral. The Agenda Committee shall be required, unless the proposer desires otherwise, to place the proposal and any committee recommendations regarding the proposal on the agenda of the next regular meeting of the Council which is to convene fifteen or more days thereafter.

4) The Agenda Committee shall enable representatives of the student Congress to present to the Council at appropriate times recommendations on matters of concern to the Student Congress.

5) The Agenda Committee shall arrange for any person or persons, who may have special resources or insights that might aid the Council in its deliberations on specific agenda issues, to be in attendance at the appropriate Council meetings.

6) The Agenda Committee shall serve as coordinator of the activities of Council committees on common, related, or interdependent matters. This coordination may be achieved by allocation of the matters coming before the Agenda Committee to the appropriate one or more committees, by calling for joint committee reports, or by requesting joint Council and/or Faculty committee sessions.

7) The Agenda Committee shall route to the appropriate Council committee or committees, documents, proposals of an individual or group of individuals, or papers on any matters pertaining to the Council's affairs.

8) The Agenda Committee may on its own initiative refer to the appropriate standing Council committee matters of overall interest to the University or the Council. It may request committees of the Council to make studies and reports on subjects of concern to the Council.

9) The Agenda Committee shall aid the Dean and Director in establishing the agenda for regularly scheduled faculty convocations and shall assure the issuance and distribution of these agendas to each member of the faculty at least five school days prior to the scheduled convocations.

10) The Agenda Committee shall have only the powers enumerated in the Articles of Organization and these by-laws and nothing contained in the powers granted to it shall be interpreted to mean that it has any legislative authority.

3.20 THE NOMINATING COMMITTEE

A) Membership. The Nominating Committee shall consist of at least five Council Delegates, but always an odd number, as broadly representative of the various Schools as is practicable.

B) Duties and Responsibilities.

1) The Nominating Committee shall nominate annually, by May 15, members for all standing committees of the Council and circulate the names of nominees with the agenda for the meeting at which the election is to take place. (Additional nominations may be made from the floor of the Council.)

2) The Nominating Committee shall solicit, within the first three weeks of every fall semester, by mail questionnaire, information concerning faculty preferences for faculty committee assignments. (It shall respect faculty preferences as much as possible in arriving at nominations.)

3) The Nominating Committee shall nominate faculty members, following consultation with the appropriate Council Committees, for appointment to the various faculty committees.

4) The Nominating Committee shall nominate, when requested by appropriate authority, faculty members for appointments to committees not reporting directly to the Council.

5) The Nominating Committee shall nominate, in the event of a mid-year vacancy on a Council committee, as soon as practicable, a replacement to stand for election.

6) The Nominating Committee shall recommend, by May 15 each year, until the Council reaches maximum size, the size of each of the standing committees. The Council shall establish the size of each standing committee at least one regular meeting before nominations are considered.

3.30 STUDENT AFFAIRS COMMITTEE

A) Membership. The Student Affairs Committee shall consist of at least three Council Delegates, but always an odd number, to be selected by the Council from the list of nominees provided by the Nominating Committee.

B) Duties and Responsibilities

1) The Student Affairs Committee shall be concerned with non-classroom matters having to do with the general social, cultural, and practical welfare of all students of the University. Certain areas under the Student Affairs Committee purview are:

a) Student organizations
b) Student publications
c) Counseling
d) Financial aid
e) Housing

2) The Student Affairs Committee shall initiate development projects for matters under its purview and shall undertake the necessary study and research needed to present such projects to the whole Council for further action and implementation.

3) The Student Affairs Committee shall study and research all matters referred to it by its sub-committees, by any other committees under its purview, or by the Council.

4) Whenever, in order to carry out its assignments, the Student Affairs Committee deems it proper and useful, it shall propose ad hoc advisory sub-committees recruited from the faculty within or without the Council, and the general staff, and the student body, subject to the consent of the Council and appointment by the presiding officer of the Council. The findings and recommendations of such sub-committees shall be reported to the Faculty Affairs Committee which in turn shall incorporate such findings in its own action on the matter being considered.

3.40 THE FACULTY AFFAIRS COMMITTEE

A) Membership. The Faculty Affairs Committee shall consist of at least three Council Delegates, but always an odd number, to be selected by the Council from the list of nominees provided by the Nominating Committee.

B) Duties and Responsibilities

1) The Faculty Affairs Committee shall be concerned with those matters which pertain primarily to the responsibilities, rights, privileges, opportunities, and welfare of the Faculty, collectively and as individuals. The following topics fall within the purview of the Faculty Affairs Committee.

a) Academic freedom and tenure
b) Academic promotions
c) Athletic affairs, both intramural and intercollegiate
d) Faculty compensation and benefits
e) Faculty documents and records
f) Faculty grievances
g) Orienting new faculty
h) Standards of appointment
i) Patents and copyrights
j) Professional standards and ethics
k) Social events, recreation

2) The Faculty Affairs Committee shall initiate development projects for matters under its purview and shall undertake the necessary study and research needed to present such projects to the whole Council for further action and implementation.

3) The Faculty Affairs Committee shall study and research all matters referred to it by its sub-committees, by any other committees under its purview, or by the Council.

4) Whenever, in order to carry out its assignments, the Faculty Affairs Committee deems it proper and useful, it shall propose ad hoc advisory sub-committees recruited from the faculty within or without the Council, and the general staff, and the student body, subject to the consent of the Council and appointment by the presiding officer of the Council. The findings and recommendations of such sub-committees shall be reported to the Faculty Affairs Committee which in turn shall incorporate such findings in its own action on the matter being considered.

3.50 RESEARCH AND EDUCATIONAL POLICY COMMITTEE

A) Membership. The Research and Educational Policy Committee shall consist of at least three Council Delegates, but always an odd number, to be selected by the Council from the list of nominees provided by the Nominating Committee.

B) Duties and Responsibilities. The Research and Educational Policy Committee shall be concerned with those Campus matters related to the plans, functioning, objectives, and accomplishments of the educational processes followed at the Calumet Campus.

1) These matters are understood to encompass, but are not limited to, the following cited for the purpose of illustration:

   a) Academic standards and the improvement of instruction, including ancillary services needed to accomplish this.
   b) Grades and grading systems
   c) Scholastic probation
   d) Dismissal for academic reasons and reinstatement.
   e) Standards for admission and granting of academic placement.
   f) The academic calendar
   g) Educational policies related to course scheduling
   h) Honors programs
   i) Coordination of curricula, subject matter and standards for interdepartmental operation
   j) Promotion of scholarly research.
   k) Coordination of research projects on an inter-departmental level
   l) Coordination of programs of instruction, study, or research with the other branches of the whole University.
   m) Expansion of academic offerings and degree programs and the creation of new schools
   n) Long-range educational policy planning.

2) The Educational Policy Committee shall initiate development projects for matters under its purview and shall undertake the necessary study and research needed to present such projects to the whole Council for further action and implementation.

3) The Educational Policy Committee shall study and research all matters referred to it by its sub-committees, by any other committees under its purview, or by the Council.

4) Whenever, in order to carry out its assignments, the Educational Policy Committee deems it proper and useful, it shall propose ad hoc advisory sub-committees recruited from the faculty within or without the Council, and the general staff, and the student body, subject to the consent of the Council and appointment by the presiding officer. The findings and recommendations of such sub-committees shall be reported to the Educational Policy Committee which in turn shall incorporate such findings in its own action on the matter being considered.

3.60 THE RESOURCES AND PLANNING COMMITTEE

A) Membership. The Resources and Planning Committee shall consist of at least three Council Delegates, but always an odd number, to be selected by the Council from the list of nominees provided by the Nominating Committee.

B) Duties and Responsibilities.

1) The Resources and Planning Committee shall be concerned with, but shall not be limited to, consideration of the following matters:

   a) Planning and optimal utilization of the physical facilities of the University, including buildings, the library, scientific and other equipment, and educational aids.

   b) Studies of staff needs, utilization and planning.

c) Interdepartmental cooperation for improved facilities and staff utilization.

d) Non-academic planning, including architecture, landscaping, parking and traffic.

2) The Resources and Planning Committee shall initiate development projects for those matters under its purview and shall undertake the necessary study and research needed to present such projects to the whole Council for further action and implementation.

3) The Resources and Planning Committee shall study and research all matters referred to it by its sub-committees, by any other committees under its purview, or by the Council.

4) Whenever, in order to carry out its assignments, the Resources and Planning Committee deems it proper and useful, it shall propose ad hoc advisory sub-committees recruited from the faculty within or without the Council, and the general staff, and the student body, subject to the consent of the Council and appointment by the presiding officer of the Council. The findings and recommendations of such sub-committees shall be reported to the Resources and Planning Committee which in turn shall incorporate such findings in its own action on the matter being considered.

3.70 SPECIAL COMMITTEES. Special Committees of the Council may be created by the Council according to Article VI of the Articles of Organization. The membership of a Special Committee may include Council Delegates, Faculty Members and students. These committees shall have such powers and perform such duties and shall act for such times as are designated in the resolution calling for their appointment, but no special committee shall be appointed to perform any regular duties already specifically assigned to a standing Council Committee. A special committee shall have tenure only during the academic year in which it is authorized, unless a definite term is specified in the authorization or it is continued by action of the Council.

MEETINGS OF THE COUNCIL OF FACULTY DELEGATES

4.00 Meetings. Regular meetings of the Council shall normally be held on the second Monday of September and January and on the first Monday of all other months from October through May inclusive. The date of the regular meeting may under unusual circumstances be displaced by not more than seven days by action of the Agenda Committee. The new date must be announced in writing by the Agenda Committee at least seven days in advance of the actual date of such a meeting.

The Council may be convened for special sessions by the Dean and Director or when written petition signed by 20% of the voting members of the Council is submitted to the Chairman of the Agenda Committee. Members of the Council shall be given written notice of the special session by the Agenda Committee at the earliest possible date and not less than three school days before the meeting. Only subjects specifically listed in the proposed agenda for a special meeting may be considered at that meeting.

4.01 Officers of the Council. Officers of the Council shall be as specified in Article V. A. 5 of the Articles of Organization with the further condition that the Secretary shall be provided with clerical assistance by the administration.

4.02 Quorum. Two-thirds of the voting members of the Council shall constitute a quorum. No substitute shall be permitted to serve during the absence of a delegate. The presence of a quorum shall be determined by the Sergeant-at-Arms at the beginning of each meeting and at other times only at the request of a delegate from the floor. Upon instruction from the presiding officer or upon request from any delegate, the Sergeant-at-Arms may attempt to secure the attendance of additional Council members needed to complete a quorum.

4.03 Attendance at Meetings. Meetings of the Council shall be open to all faculty members, students, and members of the press, as observers, and to other persons invited to attend by the Agenda Committee or the presiding officer.

4.04 Executive Sessions. At any meeting the Council may declare itself in executive session by majority vote of the delegates present. and thereby exclude all observers designated as such in Bylaws Section 4.03. Observers explicitly designated by majority vote of the delegates present may remain in attendance. The purpose of the executive session is for discussion only, and no decisions of the Council shall be made while in executive session.

4.05 Order of Business. The normal order of business at each regular meeting of the Council shall be as follows:

1) Call to order
2) Approval of minutes of the last meeting
3) Acceptance of the agenda
4) Special business of the day
5) Unfinished business
6) Reports of Committees
7) Other new business
8) Memorial resolutions
9) Adjournment

4.06 Agenda. The agenda for a regular meeting of the Council, as prepared by the Agenda Committee, as well as appropriate documents when possible, shall be distributed to members of the Council at least five school days before that meeting. In the case of special meetings, the agenda shall be available to members of the Council at least three school days before the meeting.

The agenda shall indicate what Council documents are to be dealt with, what committees are to report, and what petitions are to be presented. Allotments of time for presentation of reports or documents may be indicated.

The Agenda of regular meetings as prepared by the Agenda Committee is subject to acceptance or modification by the Council as the third order of business during each meeting by consent or majority vote. After the agenda for a meeting has been accepted by the Council, the order in which items are dealt with, and specific allotments of time, shall be changed only by majority vote.

4.07 Numbering Documents. The Secretary of the Council shall assign a unique identifying number to all documents which are placed on the agenda of a Council meeting.

4.08 Documents "For Discussion Only." When documents to be considered by the Council represent major policy recommendations, or when the committee originating the document requests it, the Agenda Committee shall place such documents on the agenda of a meeting "For Discussion Only." At this meeting the Council may take final action on these documents only in unamended form, and by two-thirds majority of those voting members present. Otherwise, and as normal procedure, the document shall be placed on the agenda of the next regular meeting of the Council "For Action."

As implied in Bylaws Section 4.06, other agenda items may be converted to "For Discussion Only" by consent or majority vote.

4.09 Amendments to Documents "For Discussion Only". When a document is on the floor, "For Discussion Only," amendments to that document may be proposed and discussed but not passed; discussion may be terminated by consent or by postponing temporarily. Substantive amendments to documents which have been considered "For Discussion Only" by the Council must be submitted to the Agenda Committee for distribution to the delegates five days before the meeting when the document is to be submitted for action.

4.10 Voting.

A) Decisions of the Council shall be determined by a majority of voting members present, unless contrary requirements are specified elsewhere in the Bylaws or in the Articles of Organization.

B) Upon all occasions when a majority vote is not apparent after viva-voce voting, the presiding officer shall call for a vote by show of hands.

C) Any member of the Council may request that the Secretary of the Council call the roll of the delegates for the purpose of recording individual votes. The entire record of the roll-call votes shall be incorporated in the minutes of the meeting. This request shall be granted without debate. The roll call vote shall supersede any other vote on the same motion. This roll-call rule shall apply except in cases where secret written ballots are specified by the Articles of Organization or when two or more persons have been nominated for the same elective position. Secret written ballots shall also be used in the latter case.

D) When, as specified in the Articles of Organization of the Bylaws, decisions of the Council shall be determined by a percentage of fraction of its members, rather than by majority vote, that percentage or fraction shall always be defined in whole numbers, with point five or above being considered the next highest number.

4.11 Advice of Faculty. By two-thirds vote of those voting delegates present, the Council may seek the advice and counsel of the Faculty on any issue through a mail ballot. The Agenda Committee shall make appropriate arrangements for the handling of the mail ballot.

4.12 Implementation of Council Actions. The presiding officer at each meeting shall be responsible for taking the appropriate actions called for by decisions of the Council.

4.13 Minutes. The minutes of each meeting shall be prepared for distribution to members of the Faculty, to the Secretary of the Student Council, and to the editor of the student paper within ten days after each meeting. They shall be written and published by the Secretary of the Council and shall consist of a summary of events that have occured in a meeting. Tape Recordings of all meetings shall be made, and shall be kept on file in the Registration Office for five years. These meeting tapes shall be available to anyone who was authorized to attend the meeting or session involved, but their review shall be under the supervision of the Secretary of the Council or his designee.

LEGISLATIVE POWERS OF THE UNIVERSITY FACULTY

5.00 Review of Council Actions. Council actions are subject to review and check by the Calumet Campus Faculty through the following procedures:

A) If any convocation of the Calumet Campus Faculty rejects a previous action of the Council, the Agenda Committee shall give due notice to all members of the Council of this action and attempt to arrange for appropriate committee consideration of the matter. This appropriate Committee shall present its recommendation at the next regular meeting of the Council.

B) Article VIII. (2) of the Articles of Organization describes the procedure whereby the Faculty can force the immediate reconsideration of the Council's action. In such a case, a meeting of the Agenda Committee shall be held as soon as possible. The Agenda Committee shall determine the most effective method for consideration of the objections contained in the petition. It shall schedule the petition for consideration by the Council at the earliest regular meeting consistent with due consideration of the petition by an appropriate committee or at a special meeting of the Council called for an earlier date.

C) If, in either of the above two procedures, the Council reaffirms its original action, the issue must be submitted, along with appropriate documents summarizing the opposing view, to a mail ballot of the Calumet Campus Faculty. The matter at issue shall be acceptance or final rejection of the Council's reaffirmed action. The Agenda Committee shall allow the presentation of a variety of views if proponents of these views present them in appropriate documents. The mail ballot must be sent out within two weeks of the Council's reaffirming action, or at least five school days before the date of the Spring Commencement, whichever is earlier. The decision of a simple majority of the Faculty in such a ballot shall be final.

PARLIAMENTARY AUTHORITY

6.00 Business of the Council shall be transacted according to Roberts Rules of Order except when these are in conflict with the Articles of Organization or the Bylaws.

6.01 The Parliamentarian. The Parliamentarian shall be selected according to Article V. A. 5. C. of the Articles of Organization.

AMENDMENTS TO THE BYLAWS

7.00 An amendment to the Bylaws of the Council shall be treated as a document "For Discussion Only" which may be adopted by a vote of two-thirds of the voting members present at a regular meeting of the Council. The text of the proposed amendment must be distributed with the agenda for that meeting. If the proposed amendment is approved by a simple majority of those voting, but not by two-thirds of those voting members present, it may then be adopted at the next regular meeting by vote of a simple majority.

TEMPORARY PROVISIONS

To facilitate the transition to operation of the Council under these Bylaws, the following provisions are made. They shall supersede any contrary provisions in the rest of the Bylaws until these provisions have been carried out, at which time they shall cease to be part of these Bylaws.

A) The existing pro-tem Agenda Committee shall nominate at least five members of the Council to stand for election to an interim Nominating Committee of five members. Additional nominations may be made from the floor. The duties of the elected Interim Nominating Committee shall be:

1) To prepare and distribute to Council Delegates a Committee Assignment Preference form. Three ranked preferences shall be solicited from each Council Delegate.

2) To respect Delegate preferences as much as possible in arriving at committee nominations.

3) To present to the Council its nominations for all elected membership on the Standing Committees of the Council at the next Council meeting.

B) Additional nominations for elected membership on any Standing Committee of the Council may be made from the floor. After nominations have been received from the Interim Nominating Committee and from the floor, elections of Standing Committees of the Council shall take place.

C) As soon as possible after selection of each standing committee, it shall be convened by the Presiding Officer of the Council for the purpose of electing its Chairman. The Committee shall then take up its regular duties.

D) Each Policy and Affairs Committee shall consider it an urgent matter of business to consider the committee structure of the Calumet Campus within its area of responsibility and to prepare recommendations to the Council concerning any changes in this structure that it deems appropriate.

E) All existing Committees as presently constituted at the Calumet Campus shall continue to discharge their existing functions until their assignments may be changed by formal action of the Council or other appropriate authority.

F) The pro-tem Committee on Bylaws, the pro-tem Committee on Standing Committees, and the pro-tem Agenda Committee of the Council shall be discharged from their duties following adoption of the Bylaws and establishment of a Standing Agenda Committee. The Interim Nominating Committee shall be discharged upon the establishment of a Standing Nominating Committee.

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 194
May 15, 1970

CREATION OF THE COMMITTEE FOR
THE STUDY OF REGIONAL CAMPUS FACULTY AUTONOMY

Effective this date, there is created the Committee for the Study of Regional Campus Faculty Autonomy. The Vice President will serve as Chairman of the Committee which will include the following:

Designated by the Several Faculties

H. D. Fayle (Alternate Clifford Trimble), Calumet Campus
H. D. Murdock (Alternate E. F. Buck), North Central Campus
M. J. Mansfield (Alternate D. E. Nold), Fort Wayne Campus
F. T. Meiere (Alternate H. L. Wisner), 38th Street Campus

Designated by the Regional Campus Deans

R. L. Yates, Calumet Campus
R. F. Schwarz, North Central Campus
L. O. Nelson, Fort Wayne Campus
R. C. Sanborn, 38th Street Campus

Designated by the Vice President

G. W. Bergren, Vice Chairman
D. R. Smith, Secretary

The Committee will meet on call of its Chairman. It will (a) study the present locus of Faculty authority in the various academic areas, (b) develop a plan for the continuing extension of Faculty authority to the Regional Campus Faculties, and (c) develop recommendations in the form of documents for the appropriate consideration of the Regional Campus Faculties, the University Senate, the President and the Board of Trustees.

C. H. Lawshe, Vice President
for Regional Campus Administration

Office of the Vice President
for REGIONAL CAMPUS ADMINISTRATION

Administrative Memorandum
No. 210
December 1, 1970

REGIONAL CAMPUS
ACADEMIC STRUCTURE DEVELOPMENT PLAN

Consistent with the recommendations of the Committee for the Study of Regional Campus Faculty Autonomy, each Regional Campus Dean is requested and directed, with appropriate Faculty guidance, ". . . to create a mechanism, involving both the faculty and administrative components of his Campus, to develop an academic structure proposal for ultimate consideration by the President and BOARD OF TRUSTEES."

The proposal is to be consistent with the rationale and concepts developed by the Committee and set forth in the attached document which was adopted November 13, 1970. The following tentative timetable is established:

- Review and approval of "mechanism" by Vice President ---- March 1, 1971
- Preliminary review of proposed academic structure by Vice President ------ January 1972
- Final review and approval of proposed academic structure by Vice President ------ October 1972
- Presentation of proposal to BOARD OF TRUSTEES for acceptance and authorization ----- January 1973

C. H. Lawshe, Vice President
for Regional Campus Administration

Attachment: Document adopted by the Committee for the Study of Regional Campus Academic Autonomy, November 13, 1970, entitled, "Regional Campus Academic Structure."

COMMITTEE FOR THE STUDY OF REGIONAL CAMPUS FACULTY AUTONOMY

Regional Campus Academic Structure

The fundamental purpose of any organizational structure is to facilitate the accomplishment of the objectives of the organization. In a University setting, the purpose of the structure is to facilitate instruction, research and scholarship, and public service as they are defined and delineated for the specific institution by its governing board or other legally designated agency.

Common Patterns. Most institutions of higher education are organized in one of the following three ways:

> Basic Pattern: Normally found in very small and/or relatively homogeneous institutions, this pattern has a "faculty of the whole." Its senior academic officer is usually called "Dean of the Faculty", "Dean of the College", or "Dean for Academic Affairs."
>
> Intermediate Pattern: This pattern is really an extension of the Basic Pattern in that the faculty is divided into components, usually called "Divisions." A Division is normally more homogeneous than the whole. Often there is a single Dean, as in the Basic Pattern, with an Associate Dean for each Division.
>
> University Pattern: Under this pattern, the total faculty is divided into components called schools or colleges, each having a single professional orientation or a high degree of disciplinary communality and each having its own Dean. The extent to which each school or college is academically independent from the rest of the University is a matter of considerable variation from institution to institution.

In most instances departmental structures exist within each of the above three patterns. However, the amount of institutional authority exercised by the Department Head, as the result of delegation from his Dean and the President, differs enormously from institution to institution.

Realignment of Faculty Powers. Provided there is concurrence by appropriate faculty bodies, it is expected that the BOARD OF TRUSTEES of Purdue University, effective with the academic year 1973-74, will recognize each Regional Campus Faculty as an independent entity and, thereby, extend to it those academic powers currently exercised by relevant School Faculties. In anticipation of this BOARD action, it is desirable and necessary that the faculty component and the administrative component of each Regional Campus jointly address themselves to the conceptualizing of an academic structure which is compatible with the unique character and requirements of the campus and through which it will exercise those academic powers which the BOARD OF TRUSTEES will delegate to it.

Organizational Criteria. There are at least two criteria against which various Regional Campus organizational proposals need to be evaluated.

First, is there reasonable academic communality within each unit?

> Faculty members usually perform best in those situations in which they are administratively grouped with others who have similar or closely related academic interests. In general, the larger the institution the more completely can this condition be achieved. In an institution with a large number of nursing students, a School of Nursing is an appropriate unit. In a smaller institution a Department of Nursing is more defensible. At Purdue University, the Department of Nursing has been a component of the School of Technology, not because of any communality of subject matter, but because of the similarity of its curricular structure (associate degree plus two years leading to the baccalaureate degree).

Second, is it economically viable?

> If the ratio of academic administrators (Deans, Associate Deans, Assistant Deans, and Department Heads) to the number of faculty members is too great, the result is that excessive dollar resources are siphoned off from the academic program. Not only must the salaries of the administrators, per se, be considered, but each administrative position has implications for space and secretarial support.

Because these two organizational criteria sometimes seem diametrically opposed to each other, there is rarely a truly "perfect" structure. In other words, almost any academic organization constitutes a compromise. The challenge to each Regional Campus is to develop a plan which will maximize the satisfaction of both of these criteria.

Organizational Change. Because academic organization does exist to facilitate the work of the institution, it follows that the best organization for today will probably not be the best organization after the faculty has doubled in size. Nor is it possible to anticipate whether or not all areas within the institution will experience the same rate of growth. Hence, the initial academic organization should be one which best fits today's needs, yet one which will accommodate growth of a predictable size but of an unpredictable nature.

Examination of the Lafayette Campus academic structure at different times in history produces pertinent examples. The one-time Department of History, Economics and Government was later divided into the Department of Economics and the Department of History and Government; the latter once housed Philosophy. Subsequently, the Department of Political Science, the Department of History, and the Department of Philosophy all emerged. The one-time Division of Education and Applied Psychology was subsequently divided into three departments: Education, Psychology, and Sociology. Similarly the Department of Speech evolved out of the Department of English. Later the Department of Audiology and Speech Pathology was separated from the Department of Speech and the latter was renamed the Department of Communication. Numerous modifications from time to time have produced the Purdue University School structure that currently exists.

Academic Safeguards. It is important that the organizational structure and/or the operational plan for each Regional Campus provide for the protection of the academic integrity of sub-groups within the Faculty. Vice President C. H. Lawshe spoke on this subject when he addressed each Regional Campus Faculty in March of 1970. Dr. Lawshe said:

> Many universities are plagued by the fact that one academic group (perhaps science, perhaps arts and the humanities, perhaps engineering or technology) dominates the entire institution, thus thwarting a well-rounded and total development of the University.
>
> In my view, one of Purdue University's major strengths has rested in the fact that agriculture can not dictate the engineering curriculum, that engineering can not dictate the technology curriculum, etc. We must make our Regional Campus autonomy plans such that this same philosophy is extended to your campus, thus guaranteeing that nc single faculty element will be submerged by another.
>
> You have my assurance that neither I nor the BOARD OF TRUSTEES will agree to any plan which might threaten this fundamental institutional philosophy.

Adequate safeguards, then, need to be built into the system to guarantee the natural growth and development of each valid faculty component and sub-component of the institution. It is particularly important that promotional procedures ensure the academic advancement of qualified faculty members whose education and experience background is legitimately divergent from that of the majority of the faculty.

Proposal Specifications. Each Regional Campus proposal should include the following three parts:

A. Basic Proposal Characteristics

1. Names of major and subordinate academic units
2. Titles of corresponding academic administrative officers
3. Proposal for performing Graduate Council functions
4. Proposal for performing Teacher Education Council functions
5. Proposed standing Faculty Committees
6. Proposed standing Administrative Committees on which faculty members will serve
7. Plan for maintaining the academic integrity of sub-components of the whole

B. Data applicable to the proposal if it were operational during the 1971-72 academic year

1. Number of faculty members, by rank, in each unit and sub-unit
2. Ratio of academic administrators to faculty members by unit, sub-unit, and in toto
3. Student contact hours taught in each unit and sub-unit
4. Number of students enrolled in currently authorized options, sequences, or majors by year classification

C. Data applicable to the proposal five years from now (1976-77 academic year) based upon official projections

1. Estimated number of faculty members, by rank, in each unit and sub-unit
2. Ratio of estimated number of academic administrators to estimated number of faculty members, by unit, sub-unit and in toto
3. Estimated number of student contact hours expected to be taught in each unit or sub-unit
4. Options, sequences, or majors expected to be added during the next five years

Recommendation. The Committee for the Study of Regional Campus Faculty Autonomy recommends:

That the Vice President for Regional Campus Administration request and direct each Regional Campus Dean, with appropriate Faculty guidance, to create a mechanism, involving both the faculty and administrative components of his Campus, to develop an academic structure proposal for ultimate consideration by the President and the BOARD OF TRUSTEES of the University, such proposal to be consistent with the rationale and concepts set forth in this document.

From the Calumet Campus

Richard Yates

D Wagle

From the North Central Campus

Howard Murdock

James J. Countryman

From the Fort Wayne Campus

M. J. Mansfield

Roger J. Manges

From the 38th Street Campus

Forrest L. Meiere

William A. Nevill

From the Office of the Vice President

G W Bergey

L. R. Smith

Secretary of the Committee

Adopted by the Committee November 13, 1970

C O M M I T T E E F O R T H E S T U D Y

O F

R E G I O N A L C A M P U S F A C U L T Y A U T O N O M Y

DISCUSSION DRAFT
NUMBER 3: May 11, 1971

This is a working draft of a document which the Committee is developing for submission to the BOARD OF TRUSTEES following due consideration by appropriate Faculty bodies. The tentative submission date is January 1973. - DRS

Realignment of Faculty Powers

Currently Purdue University has a single University Faculty which is subdivided into academic units called Schools; each member of the University Faculty, whether he be on the Lafayette Campus or on a Regional Campus, is a member of one of these School Faculties.

University Faculty Powers. As the statutory governing body of the University, legally acting for the people of the State of Indiana, the BOARD OF TRUSTEES has delegated certain powers to the University Faculty, certain others to the President of the University, and has reserved some powers unto itself. The general powers and responsibilities of the University Faculty, as set forth in the University Code (A 4.00), are stated as follows:

> Subject to the authority of the Board of Trustees and in consultation with the President of the University, the Faculty shall have the general power and responsibility to adopt policies, regulations and procedures intended to achieve the educational objectives of Purdue University and the general welfare of those involved in these educational processes.

Delegation by the Total Faculty. The University Faculty discharges its University-wide functions through the University Senate. However, it has in turn delegated its strictly "academic" powers to the several School Faculties. These School Faculties are authorized to:

Review and approve the general requirements for the several curricula of the University leading toward academic degrees and nominate all candidates for such degrees. Except when the interest of the University as a whole or the interests of other schools are affected, the power to develop curriculum, course content, instructional and examination procedures and undergraduate degree requirements and to nominate candidates for these degrees is delegated to the various School Faculties of the University.

Regional Campus Faculty Recognition. Following intensive study by the Regional Campus Committee of the University Senate, the Senate proposed that the BOARD OF TRUSTEES approve a policy statement which set forth requirements for the recognition of each Regional Campus Faculty as an entity and defined the powers to be extended to it. Following affirmative action by the BOARD on February 28, 1968, each of the four Regional Campus Faculties has received such recognition by the BOARD as the result of formal approval of individual Faculty Constitutions by the University Senate.

Regional Campus Faculty Authority Extension. The rapid growth of the Regional Campuses, the continuing development of their faculties, their recent operationally separate accreditation by the North Central Association of Secondary Schools and Colleges, and their need to be better able to respond to their respective communities, all dictate that there be a realignment of the academic governance of the University which provides for the extension of additional authority to the individual Regional Campus Faculties. Such extension by the BOARD OF TRUSTEES will transfer to each Campus Faculty, effective on a designated date, all of those remaining powers presently vested in the total University Faculty. The BOARD OF TRUSTEES of Purdue has entered into certain agreements with the Indiana University Trustees, which agreements provide for the unification of all operations in Indianapolis. For this reason, and because of actions taken by the 1971 General Assembly, a separate document will be prepared for Indianapolis, and this document shall apply only to the other three Regional Campuses.

School Faculties. Under current procedures, the several School Faculties of which Regional Campus Faculty members are a part, exercise their academic authority throughout the University system, regardless of Campus. Procedures specifically applicable to the Regional Campuses are detailed in Executive Memorandum A-221. Following the realignment, each of the presently existing Schools of the University will exercise its authority only on the Lafayette Campus and, pending separate parallel action, on the 38th Street Campus. Each Regional Campus Faculty, in turn, will exercise these same powers on its own campus;

in so doing it will utilize whatever school, division, or other academic structure* is authorized by the BOARD OF TRUSTEES. Specifically, the powers of each Regional Campus Faculty will include, but not necessarily be limited to the authority, to:

1. Approve all courses, including modifications, additions, and deletions

2. Establish the requirements for all authorized degrees

3. Nominate candidates for degrees

4. Establish its grading system and grading standards

5. Establish its examination procedures

6. Establish standards for academic probation and for dropping students

7. Establish policies and standards for the transfer of students and the evaluation of their credits from other Campuses and institutions

As is the case in all developing institutions, the several disciplinary and professional components on each Regional Campus have evolved at varying rates. Consequently, when academic authority is transferred from the School Faculties to the several Regional Campus Faculties, these components will be at varying stages of maturity. There will be instances in which certain of these components will want to maintain curricular ties with their parent departments or schools on the Lafayette Campus. If and when a Regional Campus disciplinary or professional component expresses its desire, an academic agreement with its parent school or department may be executed by the chief administrative officer of that Regional Campus; the agreement will become effective when approved by the President of the University or his designee. For many years, Purdue University has had similar academic agreements with Indiana University and other institutions; these earlier agreements can serve as models for comparable arrangements between campuses of the University.

University Senate. The University Senate which currently has a substantial Regional Campus membership will be composed entirely of Lafayette Campus faculty members and will exercise its delegated powers solely with respect to the Lafayette Campus. Each Regional Campus Faculty, similarly, will exercise these same powers on its own campus. Specifically, following the extension of its powers, each Regional Campus Faculty will be authorized to:

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*Each Regional Campus has initiated a study which will culminate in a proposed academic organization for presentation to the BOARD OF TRUSTEES in January 1973 along with this document.

Draft No. 3

1. Fix the academic calendar and establish the general pattern of class schedules

2. Establish policies governing the participation of students in inter-collegiate athletics

3. Establish policies governing student participation in intra-mural athletics and other group extra-curricula activities

4. Continually study the general educational policies and programs of the campus

Faculty Advisory Role. At all times, each Regional Campus Faculty shall have the right to present to the President and the BOARD OF TRUSTEES, via its chief administrative officer, its views on any matter pertaining to the conduct and welfare of the University.

While any Faculty or other component of the University is always free to express its views in any area, the following matters are specifically identified as ones on which a Regional Campus Faculty may make recommendations to the President and/or the BOARD OF TRUSTEES:

1. Policies affecting the general welfare, benefits, privileges, tenure, and responsibilities of the Faculty

2. Standards for Faculty appointments

3. Policies governing the conduct and dismissal of students from the University for non-academic reasons

4. Policies for the admission and academic placement of students

5. Policies for and administration of the campus library

6. Policies on traffic and parking

7. Proposed changes in the academic organization of the campus

8. Physical facilities related to the educational goals of the campus

In addition, should the position of the chief administrative officer of the Regional Campus become vacant, the Regional Campus Faculty will be requested to designate members of a committee to assist the President and the BOARD OF TRUSTEES in filling the position.

Draft No. 3

Individual Faculty Participation. The realignment of faculty powers as discussed above involves those powers which faculty members collectively exercise through their governing bodies. There are numerous other activities and procedures which require faculty participation, usually through a committee structure. Such participation provides a "faculty point of view" in many decision making processes, but rarely are the participants designees or agents of an official faculty body. The participation of individual faculty members in matters of this sort which now have a University-wide base, concurrently with the realignment of faculty authority, will assume an individual Campus base. Representative of this kind of participation in committee activity are the following:

1. Promotion of faculty members
2. Policies affecting clerical and service personnel
3. Policies affecting research support and funding priorities
4. Planning of commencement exercises
5. Use of human subjects for research
6. Animal care standards
7. Dissemination of information regarding the Campus
8. Campus beautification

Accreditation. Currently, all Regional Campuses have been extended "operationally separate accreditation" by the North Central Association of Colleges and Secondary Schools. This accreditation applies to all undergraduate offerings except at the North Central Campus where the accreditation is confined to the lower division. (NOTE: These two statements as written assume that the forthcoming consideration of the North Central Campus by the Association will result in accreditation.) When campuses, other than North Central, are re-examined, it is expected that their operationally separate accreditation will be extended to include graduate work effective September 1972. Similarly, the operationally separate accreditation of the North Central Campus can be expected to be extended as rapidly as the offerings are extended.

In addition to the North Central Association of Colleges and Secondary Schools, there are national accrediting bodies, each of which has an interest in a specific professional or career area. The National League of Nursing, for example, has already individually accredited the associate degree nursing program at each Regional

Campus. The Engineers' Council for Professional Development has accredited specific engineering technology programs on certain campuses. The chief administrative officer of each Regional Campus will be expected to expedite accreditation by these national bodies when appropriate.

Faculty Tenure. Nothing in this document changes faculty tenure policies or the nature of faculty appointments by the BOARD OF TRUSTEES of Purdue University. The fundamental purpose of faculty tenure is to protect academic freedom by ensuring that members of the faculty will not be discharged for reasons other than incompetence, gross neglect of duty, or improper conduct injurious to the welfare of the University. As set forth in Executive Memorandum A-292, "The State Appropriation Acts which grant operating funds to Purdue University for each biennium do so with the proviso that the BOARD OF TRUSTEES of the University cannot make contracts or expend funds for any other purpose than that intended by each Appropriation Act. For this reason, the BOARD OF TRUSTEES negotiates contracts with the faculty on an annual or more frequent basis. Thus, the essence of tenure at Purdue University lies in the automatic renewal of employment contracts. Faculty tenure, therefore, must be a matter of University policy rather than a legal obligation, and it is always subject to the availability of funds and continuance of activity in the area of employment."

There have been a few instances in the past in which "areas of employment" have been discontinued at one of the Regional Campuses. In these instances, the University has exercised every effort to find suitable employment at another Campus for affected faculty members. Following the realignment of faculty powers, the BOARD OF TRUSTEES will continue this current policy should there be future instances in which the area is discontinued or in which funds are not available.

Academic Promotions. The promotional procedures applicable to Regional Campus faculty members are now in the second stage of evolution. During the initial stage, which was in effect for twelve years, nominations flowed from the Regional Campus Committee structure to the University Promotions Committee. This Committee considered nominations from both the Lafayette Campus and the Regional Campuses and made its recommendations to the President. Stage two, the current procedure, was inaugurated in the spring of 1971 (for promotions effective in September 1971) and involves the division of the University Promotions Committee into Panel A for the Lafayette Campus and Panel B for the Regional Campuses. Panel B includes Lafayette Deans and faculty members, in addition to Regional Campus personnel. Each panel makes its recommendation to the President.

The next stage, stage three, will become effective with the realignment of faculty powers. The President in consultation with appropriate Regional Campus personnel will create the Regional Campus Promotions Committee (to replace Panel B of the University

Draft No. 3

Promotions Committee) and will establish Regional Campus Promotion procedures. The Committee will consist of Regional Campus faculty members and administrators plus such representation from the President's Office as he deems appropriate. When this stage is operational, a complete separation of the promotional process will be achieved in that the Regional Campus Promotions Committee will make its recommendations to the President without participation by Lafayette Campus personnel.

Proposal. Following formal consideration of this document by appropriate faculty bodies, it is proposed that the BOARD OF TRUSTEES adopt the attached resolution.

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R E S O L U T I O N

WHEREAS, This BOARD OF TRUSTEES has delegated certain powers to the University Faculty; and

WHEREAS, The University Faculty has further delegated certain of these powers to the Faculties of the several Schools of the University; and

WHEREAS, Both the University Faculty through its Senate and the several School Faculties provide the academic governance structure for the entire University, regardless of campus; and

WHEREAS, The Regional Campuses have now developed to the point where academic independence is required if the educational objectives of the University are to be met;

IT IS RESOLVED: That, effective with the beginning of the 1973-74 academic year, the Lafayette Campus Faculty, the Calumet Campus Faculty, the North Central Campus Faculty, and the Fort Wayne Campus Faculty is each hereby granted all of the powers and authorities currently enjoyed and exercised by the University Faculty, such powers and authorities to be exercised solely on its own campus, except for the relationship between the Lafayette Campus Faculty and the 38th Street Campus Faculty which relationship is the subject of a separate parallel action by the BOARD OF TRUSTEES;

IT IS FURTHER RESOLVED: That the officers of the University are hereby authorized and directed to take any and all steps required to implement this action in accordance with the concepts set forth in the document to which this resolution is attached.

DRAFT NO. 3: May 11, 1971 - This draft was prepared following review of Draft No. 2 by members of the Committee in their meeting on March 2, 1971 and following subsequent discussions which the Secretary conducted at each campus with the involvement of local Committee members. - D. R. Smith, Secretary

PURDUE UNIVERSITY CALUMET CAMPUS
HAMMOND, INDIANA
OFFICE OF THE DEAN

February 19, 1971

ADMINISTRATIVE MEMORANDUM NO. 46

TO: All Members of the University Staffs

Subject: Creation of a Mechanism to Develop an Academic Structure Proposal

The Committee for the Study of Regional Campus Faculty Autonomy adopted on November 13, 1970, the recommendation "That the Vice President for Regional Campus Administration request and direct each regional campus dean with appropriate faculty guidance to create a mechanism involving both the faculty and the administrative components of his campus to develop an academic structure proposal for ultimate consideration by the President and the Board of Trustees of the University, such proposal to be consistent with the rationale and concepts set forth in this document." Subsequently, in Office of the Vice President for Regional Campus Administration, Administrative Memorandum No. 210, dated December 1, 1970, the Vice President directs the Dean of each Regional Campus to create the mechanism specified in the report.

The Dean and Director of the Calumet Campus at the fifth meeting of the Council of Faculty Delegates on January 11, 1971, reviewed the whole matter of creation of the mechanism with the assembled Council. This is reflected in Minute 4 of that meeting. After extended discussion, it was the Council's action that the Nominating Committee should nominate a slate of 25 faculty members for consideration by the Dean for appointment to the committee which would constitute the "mechanism." Further, it was the pleasure of the Council that the Research and Educational Policy Committee maintain itself in a liaison position to reflect the deliberations of the committee on structure to the Council of Faculty Delegates. It was clearly anticipated by the Council that all members of the university community would have input to the committee on academic structure and that the ideas of faculty members and of students would be considered.

After thorough consideration of the nominees provided for the Dean's consideration by the Nominating Committee, the following named faculty members are appointed and requested to serve as a part of the mechanism to develop an academic structure proposal:

Professor J. E. Anderson	Professor E. E. Engle
Professor J. R. Battenburg	Professor J. E. Forbes
Professor R. D. Bechtel	Professor K. E. Griswold
Professor L. E. Brunner	Professor Saul Lerner
Professor C. D. Clapp	Professor C. J. McAllister
Professor R. J. Combs	Professor S. D. Paravonian
Professor L. M. Crawford	Professor J. R. Phillips
Professor C. H. Elliott	Professor T. D. Sherrard
Professor J. A. Ellis	Professor R. L. Yates

Dean Elliott will serve as Chairman of the committee and Professor Crawford will serve as Secretary.

The committee will convene and begin its work as soon as the review and approval by the Vice President as specfied in his memorandum No. 210 has been accomplished.

Carl H. Elliott
Dean and Director

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